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Intra-plant communications : Seminar in Comptrollership Business Administration - 265

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THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF GOVERNMENT
WASHINGTON, DISTRICT OF COLUMBIA

INTRA-PLANT COMMUNICATIONS

Seminar in Comptrollership
Business Administration - 265

Prepared by
Elbert D. Graves
Lt. Col., U.S.M.C.

8 May, 1953.

PREFACE

The subject of communications is too broad and far too complex to receive more than cursory treatment in a report of this type. Nevertheless, it is a subject which in this modern day and age practically demands attention or one could say demands practical attention. As a general observation, I believe that it would be a truthful statement that those enterprises which have recognized the value of and fostered good communication practices and principles are more stable and prosperous than those which have not. Prosperity, in this instance, may not necessarily mean the greatest monetary return per dollar invested but would include the intangible benefits as well. Goodwill of the community, employee loyalty toward management, a "healthy" climate surrounding the plant in all its affairs with workers, supervisors, stockholders, customers, and the community and public at large are all aspects of the intangibleness of the prosperity conveyed in the previous sentence.

It is, I believe, necessary in a report of this type to make reference to other aspects of industry such as organization, administration, etc. in order to present the aspects of communication in their proper perspective. It has, however, been my intention to give pianissimo treatment to those other aspects and furnish tenor to communications. The interactions of all the aspects produce a final result, good or bad, in industry (and other activities as well) and the type and character of communications, as a whole system or a part of a system, make a significant contribution toward the final result.

As the title suggests, this report primarily concerns itself with intra-plant communications. Communications up, down, and laterally are briefly examined. A few generalizations are advanced herein which are the result of some research and perhaps the result also of certain inductive reasoning processes which, I believe, one must sometimes use when considering communications.

Elbert D. Graves
Lt. Col., U.S.M.C.

TABLE OF CONTENTS

Chapter		Page
I.	INTRODUCTION	1
II.	SECTION COMMUNICATIONS	11
III.	DIVISION COMMUNICATIONS	32
IV.	DEPARTMENT COMMUNICATIONS	48
V.	SUMMARY	59
	BIBLIOGRAPHY	67

TABLE OF CONTENTS

CHAPTER I	INTRODUCTION	1
II	SECTION ORGANIZATIONS	11
III	SECTION ORGANIZATIONS	22
IV	DEPARTMENT ORGANIZATIONS	40
V	FOREWORD	50
VI	REMARKS	55

CHAPTER I

INTRODUCTION

The importance of communications in modern industry, indeed in all other forms of contemporary activity, can not be too strongly emphasized. Communications, in its literal sense, is essential in almost every undertaking. In order to provide a framework or easel upon which to depict the general character of communications as applied within this report, it is appropriate to analyze briefly the meaning of the word in its dictionary sense and also the derivation of the English word.

Communication - The act or fact of communicating; transmission; esp., the imparting or interchange of thoughts, opinions, or information by speech, writing, or signs; intercourse by speech, writing, etc.; also, that which is communicated or imparted; a document or message imparting views, information, etc.; also, intercourse in general; also, passage, opportunity of passage, or a means of passage, between places, etc....¹

Communicate - to give to another as a partaker; impart; transmit; also, to have interchange of thoughts; hold communication; also, to have or form a connecting passage.²

The immediate derivation of the English word, communicate, is from the Latin "communicatus", a past participle of "communicare" which in turn is derived from "communis". "Communis" has two parts. The prefix "com" meaning "with" and "munis" meaning "bound". "Communis" is the Latin word from which the English word "common" is derived. The word "common", of course, means

¹The New Century Dictionary, (D. Appleton - Century Co: N.Y. & London), Vol. I, 1948, p. 292.

²Ibid.

CHAPTER I

INTRODUCTION

The importance of communication in modern industry, indeed in all other forms of contemporary activity, has not been too strongly emphasized. Communication, in its literal sense, is essential in almost every undertaking. In order to develop a framework of ideas upon which to base the general character of communication as applied within this report, it is appropriate to analyze briefly the meaning of the word in its dictionary sense and also the derivation of the English word.

Communication - The act or fact of communicating; transmission; also, the instrument or instrumentality, thought, opinion, or information of person, thing, or place; interchange of speech, writing, etc.; also, that which is communicated or conveyed; a document or message imparting ideas, explanation, etc.; also, intercourse in general; also, exchange, community of property, etc., of a nation of persons, between places, etc....

Communicate - To give to another as a gift; to impart; to transmit; also, to have influence or power; also, to have or take a communication; also, to have or take a communication.

The immediate derivation of the English word, communication, is from the Latin "communicatus", a past participle of "communis", which in turn is derived from "communis". "Communis" has two parts. The prefix "com", meaning "with" and "communis" meaning "shared". "Communis" is the Latin word from which the English word "common" is derived. The word "common", of course, means

The New Century Dictionary, (D. Appleton & Company, Inc. N.Y. & London), Vol. I, 1906, p. 1261.

1261

something belonging equally to two or more (underlining supplied) or all in question.

Latin is itself a derived language having its main roots in that common ground of languages known by scholars as INDO-EUROPEAN. This area, between India and Europe, known now as the Middle East is the area of origin of nearly all modern languages. Greek, Hebrew, Arabic, Sanskrit, etc. apparently had a common denominator in this area which was the cradle of civilization. The search for this basic language is still pursued. From here it, the common denominator, spread in all directions being transmitted by persons on land as sea travel was not yet in vogue, and, to the westward, circling the Mediterranean Sea. These peoples in their travels and migrations and in the process of populating the globe and establishing new communities met different natural environments. Their environments seemed to affect their language giving rise to new dialects and changing forms of speech, etc. However, enough of certain elements of the common mother tongue evidently still remained to permit a primitive form of understanding when the people, and languages, had traversed the Northern and Southern shores of the Mediterranean Sea met on the Iberian peninsula, or Spain. The Phoenicians had possibly reached Spain by the Eleventh Century B.C. One of their earlier foundations, Gades (now Cadiz), has been called the oldest town in the world (or in Europe) which has kept a continuity of life and name from its first origin. The Phoenicians evidently were able to commun-

something belonging equally to two or more (collective) groups
119) or all in question.

Latin is itself a derived language having its roots
in that common group of languages known as Romance or Indo-
European. This area, between India and Europe, which was the
Middle East in the area of origin of nearly all modern languages,
Greek, Hebrew, Arabic, Semitic, etc., was the source of civilization and
high culture in this area which was the cradle of civilization. The
source for this basic language is still unknown. From 1850 to
the present day, there is still discussion as to whether it
led by persons on land or by sea and it is not yet known, and
to the westward, through the Mediterranean Sea. From 1850 to
in their travels and discoveries in the progress of civilization
the globe and establishing new communities and different nations
environments. Their environments changed in their travels
giving rise to new dialects and changing forms of speech, etc.
However, much of the origin of the modern English language
evidently still remained to be seen - primitive form of language
and when the people, the languages, and the people of the
and another source of the English language was not on the Italian
peninsula, or again, the Venetians and Romans, through Spain
by the Spanish language A.D. one of the most important languages,
Gaelic (now Gaelic), has been called the oldest form of the Celtic
(or in Europe) which has given a vocabulary of life and death from
the first origin. The Venetians were the first to come.

icate satisfactorily with the native Iberians of that day as they developed a pretty prosperous trade relationship with them.¹

The reasons why such a seeming phenomenon could occur are the cause of much current and continuous study by scientists, archaeologists, and scholars in divers fields. Nevertheless, one might surmise that one of the main reasons lies in the fact that the written form of communications, whether in words, letters, or symbols, or a combination such as hieroglyphics, has always been subsequent to the oral or spoken form. Indeed, in the days of antiquity, the spoken or directly transmitted form preceded any written form by millenniums. Even today, in our own and contemporary societies, when a voice electronically transmitted may be heard through electronic receivers within one-fifteenth of a second at the point on the earth farthest distant from the point of transmission, the changes, additions, or substitutions in the written form of language usage are several years subsequent to their being accepted in the oral form. "Some sort of writing has existed in the world for about 5 or 6000 years; and we have reason to believe that man learned to make pictures as symbols, and in a crude sense as signatures, fully 20,000 years before that."²

One could pursue this interesting field of study for a lifetime but inasmuch as it is far beyond the scope of this report it is sufficient for its purpose at this time to show the relationship between oral and written communications and their relative precedence in history. One might conclude, therefore,

¹This information obtained, in general, from the Encyclopaedia Britannica, 1949.

²Hogben, Lancelot T., From Cave Painting to Comic Strip, (Chanticleer Press: N.Y.), 1949, p. 39.

...with the native ...
...developed a ...
...reasons why ...
...the cause of such ...
...archaeologists, and ...
...might ...
...the written form of ...
...symbols, or a combination ...
...subsequent to the ...
...antiquity, the spoken or ...
...written form ...
...happy ...
...heard through ...
...and at the point ...
...transmission, the ...
...written form of ...
...their ...
...existed in the world ...
...men to believe ...
...a ...
...One ...
...lives ...
...part it is ...
...relationship ...
...relative ...

¹This information ...
Encyclopedia Britannica, 1911.
²Hogben, ...
(Chandler ...)

that it is not by accident that the dictionary definition of communication places speech ahead of writing as a form of interchange of thoughts, opinions, or information. The entire study of languages, however, points out one of the most basic principles of any concept of communications and is found in the root word "communis" or literally "with-bound." To be bound with or establish a bond requires more than one of something. It requires two or more. Hence, a basic principle of communications is that Communications is a two-way stream. One person, alone, can not communicate! While Adam was alone in the Garden of Eden, he was incapable of earthly communications. It was not until the creation of Eve that communications had its elementary being. The connotation, which should be emphasized in this principle, is on the word "stream" and is that of a continuous flow in both directions. Perhaps, one may at first consider a stream as primarily a downward flow with an occasional eddy or swirl interrupting the sometimes rapid and sometimes meandering course. However, there must be upward as well as downward communications and stream as used in this sense is in keeping with one of its meanings as "move or proceed continuously like a flowing stream, as a procession or a succession of things."¹

People comprise organizations and wherever two or more congregate a communications system of some form is an inevitable result. Unless guided by someone outside the congregation, the particular form of this system will depend upon the physical,

¹New Century Dictionary, op cit., Vol. II, p. 1863.

[illegible]

People compare organizations and markets for an open
compare a communications system of how fast it is in the
result. Under guided by common outside the organization, the
particular form of this system will depend upon the political,

New Academy Medal/Comet, on 11. 12. 1951, 17. 1. 1952.

biological, social, and psychological factors in the behavior of individuals. A comprehensive examination of the concept of communications should perforce involve an understanding of these other factors. Such an examination is beyond consideration here except in a very limited sense. One of the works of Chester I. Barnard¹ presents an interesting insight into these various factors and is recommended as excellent build-up material to the point where many other authors commence their discussion of communications.

Barnard, in effect, states that the theory of cooperation and organization (formal organizations result from conscious, deliberate, and purposeful cooperation among men²) rests upon a foundation of communications. The specific ends sought by men are of two kinds, physical and social.

....whatever the specific ends, they serve to satisfy complex motives of persons. Usually a specific end of a physical class involves social consequences not sought. Always a social end involves physical consequences not sought. The actions through which ends are sought are always physical (or physiological); they may also be social. In either case they involve unsought consequences that may give satisfaction or dissatisfaction. Social processes are those in which the action is a part of the system or actions of two or more men. Its most common form is verbal communication.³

Communication between persons is an essential element of cooperative systems; it is also the limiting factor in size of simple organizations and, therefore, a dominant factor in the structure of complex organizations.... Fundamentally, communication is necessary to translate purpose into terms of concrete action....what to do and when to do it....The size of unit, therefore, is usually determined by the limitations of effective leadership. These limitations depend upon (a) the complexity of purpose and technological conditions; (b) the difficulty

¹Barnard, Chester I., Functions of the Executive, (Harvard University Press: Cambridge, Mass.), 9th Printing, 1951.

²Ibid., p. 4.

³Ibid., p. 20.

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of two kinds, physical and social.

[illegible][illegible]

Harvard, Charles I. Traditions of the American
(Harvard University Press, Cambridge, Mass.), 1951.
110 pages, 1951.

of the communication process; (c) the extent to which communication is necessary; (d) the complexity of the personal relationships involved, that is, of the social conditions.¹

Barnard elaborates on the complexity of personal relationships as follows:

(d) The complexity of the relationships in any group increases with great rapidity as the number of persons in the group increases. If the simplest possible relationship between two persons is that of "knowing" each other as accomplished by a mutual introduction, then the relational complexity at the very least increases as follows:

Number in Group	Number of Relationships	Increase in Relationships with each Addition to Group
2	1	--
3	3	2
4	6	3
5	10	4
6	15	5
7	21	6
8	28	7
9	36	8
10	45	9
15	105	14
20	190	19
50	1225	49

The relationships between persons in a group will be "active" in a great variety of subgroupings which may constantly change. If A, B, C, D, and E constitute a group of five, then subgroups may be made as follows: ten pairs, ten triplets, five groups of four, one of five. If only one person be added to the group of five, the possible subgroups become: fifteen pairs, twenty triplets, fifteen groups of four, six groups of five, and one of six.²

It is apparent, therefore, that communications has a great impact upon the size of unit organizations, and as I mentioned earlier unless guided by someone external to the group, it is obvious that Babel would result. Leadership furnishes this

¹Ibid., p. 107

²Ibid., p. 108-109

of the communication process; (v) the extent to which communication is necessary; (vi) the complexity of the personal relationships involved, both in the social context.

Several relationships in the complexity of personal relationships

relationships follow:

(1) The complexity of the relationships in the group increases with group maturity as the number of persons in the group increases. In the simplest possible terms, the relationship between two persons is that of "dyadic" relationship. This is the relationship of a single individual. The relationship complexity is the very least increased as follows:

Person in Group	Number of Relationships	Relationships in Group
2	1	1
3	3	3
4	6	6
5	10	10
6	15	15
7	21	21
8	28	28
9	36	36
10	45	45
11	55	55
12	66	66
13	78	78
14	91	91
15	105	105

The relationship between persons in a group will be "active" in a great variety of relationships which will constantly change. If A, B, C, D, and E constitute a group of five, then relationships may be made as follows: A-B, A-C, A-D, A-E, B-C, B-D, B-E, C-D, C-E, D-E. There are only one person in each of the group of five. The possible relationship between these five persons, fifteen, fifteen, groups of four, six groups of five, and one of six.

It is important, therefore, that communication has a

great impact upon the size of the organization, and as a result

should earlier stages be added or removed as the group is

is obvious that these would result. Leadership functions are

guidance and gives formality to the informality of the aggregate relationships of the group. The growth of an organization must necessarily have a corresponding growth in its communications system if it is to function effectively. Plant or industry effectiveness is, thus, closely associated with communications effectiveness which in turn is influenced by plant leadership through the executive or managerial hierarchy. One of the traits or characteristics of a good leader is that he understands people. An understanding of people is an immeasurable contribution to communications effectiveness and in the development of cooperativeness. Communications, we have seen, is the foundation upon which "cooperations" rest.

Four factors contributing to the development of cooperativeness are:¹

Establish goals. Direct the activities of others toward a common goal....to work for the team goal.

Set up Lines of Authority. Stick to them. Don't go over your boss's head or by-pass a subordinate. You're asking for trouble, if you do. At times you may have to cut lines of authority to eliminate red tape or meet an emergency. When you do, be sure you explain to all the people involved that this is not your usual practice.

Cooperate down the line - with subordinates. Divide authority. Give advice and help. Don't interfere after a job is assigned. Consult workers. Give them your criticism in private, your praise in public. Listen to complaints. Correct causes of irritation. Extend opportunities. Give credit. Be on the level.

Cooperate up the line - with your superior. Share his responsibility. Seek advice. Welcome criticism. Keep him informed. Consult him on major issues. Don't bother him with petty details. Use proper channels. Play it straight.

¹Kienzle, George J., and Dare, Edward H., Climbing the Executive Ladder, (McGraw - Hill Book Co., Inc: N.Y. London, Toronto), 1948, p. 126.

Guidance and advice-forming as the responsibility of the responsible
 representative of the group. The growth of an organization must
 necessarily have a corresponding growth in the responsibility
 system if it is to function effectively. Plans of responsibility
 effectiveness is, thus, closely connected with common vision and
 effectiveness which in turn is influenced by other leadership factors
 such as the creative or managerial leadership. One of the results of
 characteristics of a good leader is that he understands people,
 an understanding of people is an indispensable condition for
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Four factors contributing to the development of co-

operativeness are:

Establish goals. Direct the activities of others toward
 a common goal....to work for the same goal.

Set up lines of authority. Give to each, limit to each
 your boss's head of a group a subordinate. You're going
 for freedom, if you do. At times you may have to cut
 lines of authority to eliminate red tape or even an over-
 agency. When you do, be sure you explain to all the
 people involved that this is not your usual policy.

Cooperate down the line - with subordinates. Divide
 authority, give advice and help. Don't interfere after
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 criticism in private, your advice in public. Listen to
 complaints. Express your own of criticism. Express your
 feelings. Give credit. Be on the level.

Cooperate up the line - with your superior. Share his
 responsibility. Seek advice. Release criticism. Keep him
 informed. Consult him on major issues. Don't discuss him
 with petty details. Use proper channels. Stay in the
 line.

Reference: George W. and Mary, Howard H., Building the
 Executive Leader (New York - Holt Rinehart & Co., Inc. 1947)
 London, Boston, 1948, p. 120.

It is easy to see from the above, how essential the communications theme is to this developing of cooperativeness phase in understanding people. Directing, advising, informing, consulting, criticising, praising and listening all involve communications. Likewise, it is easy to see how poor communications can quickly create a shambles out of organizations. To be effective, haphazardness must be eliminated, in other words, the system of communication will follow and be an integral part of the "lines of authority". It is appropriate at this point to consider the primary controlling factors that characterize a communications system. (One should note at this point the striking similarities between these factors and principles of organization.¹)

1. Channels of communication should be definitely known.
2. Objective authority requires a definite formal channel of communication to every member of an organization.
3. The line of communication must be as direct and as short as possible.
4. The complete line of communication should usually be used.
5. The competence of the persons serving as communications centers, that is, officers, supervisory heads, must be adequate.
6. The line of communication should not be interrupted during the time when the organization is to function.
7. Every communication should be authenticated.²

It is believed that no further elaboration is needed at this point on the above factors. Further elaboration will be furnished as we deal with them later or, perhaps, separately in the subsequent chapters. Communications are chiefly of two forms, oral and written. The media used in communicating are many and

¹Chapter III of my term report of 9 January '53 dealt with several organization principles.

²Barnard, op cit., pp. 175-180.

It is easy to see from the above, how essential the communications there is to this development of modernization, phase in understanding practice, business, education, industry, consulting, artistic, scientific and literary all become communication. Likewise, it is easy to see how communication can quickly create a channel out of communication. To be effective, communication must be eliminated, in other words, the system of communication will follow and be an integral part of the "lines of authority". It is suggested that this point be noted after the primary controlling factors have been discussed in communication system. (One should note at this point the various similarities between these factors and principles of organization.)

1. Channels of communication should be determined.
2. Objective authority requires a definite form of communication to every member of an organization.
3. The line of communication must be as direct and as short as possible.
4. The complete line of communication should usually be used.
5. The connection of the various members of communication system, such as, officers, executives, and staff, must be understood.
6. The line of communication should not be interrupted.
7. Every communication should be understood.

It is believed that an effective communication is needed at this point on the above factors. Further elimination will be required as we deal with the other factors, reported to the subsequent chapters. Communication is the basis of the organization and without it, the organization will not exist.

varied. Different media will obtain, in some cases, different results; therefore, the selection of media is important in getting the results hoped for.

Most good progressive companies have an Industrial Relations Executive who lives daily with some phase of the communications problem or problems in his plant. This official is probably aware of the Ten Commandments of Good Employer-Employee Communication. All executives should have an equal awareness.

These are simple, obvious rules, and because they are both simple and obvious, management people are inclined to overlook some of them. Here they are:

1. Be Sincere. You Can't make White out of Black.
2. Be Simple and unaffected in your language.
3. Don't overglorify the Company.
4. Select competent personnel to handle your communications program.
5. Make your communications a top-level supervisory responsibility.
6. Don't ignore unsavory situations your employees know exist.
7. Investigate all devices of communication, and use all that will help.
8. Check constantly on the effectiveness of your communications.
9. Never let your communications program slow down.
10. See the people.¹

In the concluding portion to this introductory chapter we should attempt to arrive at some answers to the question - Why Communicate? The briefest answer, but perhaps as good as any other, is "to maintain the organization." This becomes more clear when we view "an organization as coming into being when (1) there are persons able to communicate with each other (2) who are will-

¹Newcomb, Robert, and Sammons, Marg, Speak Up, Management!, (Funk & Wagnalls Co., N.Y.), in association with Modern Industry Magazine, N.Y., 1951, pp. 7-9.

tion the results showed for
results; therefore, the selection of media is important in con-
verted. Different media will produce, in some cases, different

[illegible]

to various cases of them. These cases are:
both simple and obvious, and somewhat doubtful the involved
These are simple, obvious cases, and numerous cases are

1. the theory. You don't make use of it.
2. As a whole and analyzed in your language.
3. You're overanalyzing the language.
4. Effect constant personnel as people's own economic
5. system presents.
6. Make your communications a two-way relationship
7. responsibility.
8. Don't ignore universal differences that exist among
9. races.
10. Investigate all phases of communication, and use all
11. that will help.
12. Focus responsibility on the effectiveness of your own
13. analysis.
14. Never let your communications become like yours.
15. See the people.

we should attempt to arrive at some measure of the question -

¹Gedwonsap, Robert, and Hermann, Fritz, Grundriss der
neueren deutschen Literaturgeschichte, 8. Aufl., in zwei Bänden.
Zürich: moderner Verlagsgesellschaft, A.G., 1907, pp. 7-8.

ing to contribute action (3) to accomplish a common purpose."¹ An organization is composed of people, and, "the real problems are human problems; the real values are human values."² Technological progress depends upon progress in the human relations field.

The reasons for communications are many, as stated before, and may be specific as (1) to promote understanding of specific procedures, (2) to correct and/or discourage misinformation, (3) to prepare for change or announce specific policies.³ Or, communications may be general in purpose such as (1) attitude surveys, (2) informational matter regarding the plant and its products, (3) development, (4) reconciliation of conflicts which are general in nature, etc. To promote human understanding is to promote good communications and develop leadership.

There must be an organization with a common task or objective. One member, at least, must have responsibilities that differ from those of the other members. If all members perform exactly the same duties in exactly the same way, there is no leadership. A leader becomes differentiated from other members because of the influence he exerts upon setting goals and achievements for the organization. Leaders cannot emerge unless members of the organization assume different responsibilities; and the organization is founded upon the differentiation of responsibility.⁴

To avoid either retrogression or becoming stereotyped a plant must have good communications. This is true even in mass production assembly-line type of enterprises where rather rigid operating procedures prevail. Otherwise, leadership withers on the vine. In its most far-flung aspect, communications keep civilization alive and growing.

¹Barnard, op cit., p. 82.

²Kienzle & Dare, op cit., p. 171.

³"Conference Outline on Communications", Johnson & Johnson Co., New Brunswick, New Jersey, February, 1949.

⁴"Leadership, Membership, and Organization", Dr. Ralph M. Stogdill, Psychological Bulletin, January, 1950.

CHAPTER II

SECTION COMMUNICATIONS

In this chapter, I am considering the lower echelons of the plant organization first, and I will briefly consider all directions of communications flow - up, down, and laterally - before proceeding to the next echelon. In the following two chapters, I will discuss Division and Department Communications. My plant organization, from the top down, is therefore assumed to be Department, Division, and Section. I have not chosen to go either above or below these levels for a number of reasons. One reason, albeit a personal one, is time. Another is that a considerable portion of the good communications systems, devices, or media work equally well at all levels of an organization. Important also to my method of covering this matter is my belief that if a clear understanding of communications exists in the lower levels, it is virtually obvious that such an understanding exists at the higher levels. To illustrate, if one asked an employee in a winery what his job was and he replied, "I am a cork-soaker." That would indicate poor communications, if in reality "cork-soakers" were important positions. One could assume that an educational series of communications could have corrected this by explaining that corks had to be soaked and softened to permit proper shrinkage or compression to fit the bottles thereby giving tighter fits, permitting aging of wines without any loss of flavor

CHAPTER II

SECTION COMMUNICATIONS

In this chapter, I am considering the lower sections of

the plant organization first, and I will briefly consider the

directions of communications flow - up, down, and laterally - before proceeding to the next section. In the following two chapters,

I will discuss Division and Department communications, by giving

organization, from the top down, in the order named as we

Department, Division, and Section. I have not chosen to go either above or below these levels for a number of reasons. One reason,

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a winery what his job was and he replied, "I am a wine-maker,"

That would indicate poor communications, it is really "wine-

making" were important positions. One could assume that an en-

gineering series of communications could have developed him by

explaining that cork had to be soaked and wetted to details

proper shrinkage or compression so the bottles stayed tight

tighten lips, permitting aging of wine without any loss of flavor

or aroma, and producing those musical "pops" when the bottles were opened. The employee then would probably reply, "My job is to see that the wine not only loses no aroma or flavor while aging but also to contribute to your enjoyment, as a consumer, when you remove the cork." Even if in the latter instance his reply was the same as in the first instance, the tone of his reply may very likely indicate a greater degree of pride in his job. (This is illustrative only, I have no knowledge of winery operations except that they make wines.) One of the purposes of this chapter is to explore the communications field and see how pride in the job on the part of the employee might be obtained.

Kinsey M. Robinson, President of the Washington Water Power Company, in a talk to a group of industry leaders stated, "We may talk in print until we are exhausted; our lawyers and publicity men can make the most logical statements on earth. But unless our employees are enthusiastic about what we do, they can neutralize our motives by the single comment - 'Boloney'."¹

Mr. Robinson was referring to "public relations" in the above situation, but I selected this example because it emphasizes a point which I believe to be important and that is that public relations (in the sense used above) is the outward expression of employee relations. I believe that a company which generally has a good public relations program that achieves good results will also have a good intra-plant communications system. Personal contacts are the best way to build good public relations and man-to-man, direct, conversational type of employee contact is the best way to build good employee relations. The aggregate of these contacts is not only the result of, but also, a measuring

¹Kienzle & Dare, op cit., p. 217.

the job on the part of the employee might be obtained. For is to restore the communication field and the how words is except that they mean what.) One of the purposes of this operation is illustrative only, I have no knowledge of many operations very likely indicate a greater degree of error in the law. (This was the same as in the first instance, the case of the reply was you remove the error." Even if in the latter instance the reply but also to contribute to your enjoyment, as a statement, and to see that the wine and only found at home or fifteen miles away were opened. The employee then would understand reply, "my job is or error, and producing those musical proper when the replies

colleges by the single document - 'Belong'.

of these countries is not only the result of, but also, a reflection of the past way of building good employee relations. The technique is the past way of building good employee relations. The technique and man-to-man, direct, conversational type of employee contact formalized themselves in the past way of building good employee relations. Companies will also have a good inter-plant communication system. Truly has a good public relations program that believes good action of employee relations. I believe that a company which has public relations (in the sense used above) in the company systemizes a point which I believe to be important and that is that above situation, but I selected this example because it was a Mr. Robinson was referring to "public relations" in the

device of the effectiveness of plant communications. Section communications, as used herein, are those communications which occur primarily at the foreman level.

The foreman is in a very unique position in the communications system. He is at the bottom of the management level and, in many respects, at the top of the worker level. He, therefore, is the focal point. He reverses the flow of communications, by that I mean, matters communicated downward are executed, analyzed, or experimented with within the level of his immediate supervision and he "kicks-off" the results of the communication as received by him. Generally, he will pass upward additional comment or suggestions from his own level. Thus, he is an originator of communications, too. This last fact, alone, is sufficient to warrant considerable study of communications media for the section level. I do not propose to elaborate on a great variety of media which are often (or could be) used at this level. Instead, such concentration within this report will deal with a few of the better devices.

Henri Fayol was one of the first industrialists to recognize the relative importance of the various abilities which make up the total value of any particular grade of employee.¹ The main point of his discussion along this line was that the higher the positions in the line of authority, the more general the abilities required. Need for technical knowledge decreased as the individual climbed the executive ladder. A similar situation exists with respect to communications. The higher the positions

¹Lepawsky, Albert, Administration, (Alfred A. Knopf, Inc: New York), 1949, p. 6.

device of the effectiveness of their communications, however
communicative, as used herein, and some communication which
about primarily at the business level.

The business is in a very narrow position in the
business system. He is at the bottom of the management level
and, in many respects, at the top of the business level. He,
therefore, is the focal point. He receives the flow of communi-
cations, by that I mean, matters communicated downward and up-
ward, organized, or experienced with him at the level of his
immediate supervision and he knows best the results of the com-
munication as received by him. Naturally, he will pass down
additional command or suggestions from his own level. Thus, he is
an organizer of communications, too. This level, also, is
entirely to warrant considerable study of communication habits
for the business level. I do not propose to elaborate on a great
variety of media which are often (or would be) used at this level.
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few of the better devices.

First level was one of the first individuals to re-
organize the relative importance of the various activities which
make up the total value of any particular trade or enterprise. The
main point of his discussion along this line was that the higher
the position in the line of authority, the more general the
abilities required. Even for technical knowledge required in
the individual filled the executive function, a similar position
exists with respect to communication. The higher the position

in the line of authority at which communications originate, the more general in nature are their texts. Vivid illustration of this is readily available in the Armed Forces. In World War II, a Joint Chiefs of Staff directive would read somewhat as follows: "About the month of May (or before June 1 or some other rather general time limitation) attack, seize, and destroy the enemy on Horseshoe Atoll (or neutralize the Hibernation Islands, etc.)." A line or two or a very short paragraph at the most constituted the original directive (communication). As I recall, the instructions to General Eisenhower in establishing the Second Front were four lines in length. Additional elements, more specific in nature are attached to the original and become in turn an original communication, for that level, as the communication flows downward. The enormity of this planning task, resultant of the series of echelons through which the basic directive passed, often led to the facetious remark that one shipload of papers was needed for every five shiploads of troops and supplies.

The attack force, in this analogy, was the foreman level. The lessons learned by the attack force were the principal communications upward and were of substantial importance in contributing to the war effort in subsequent operations. The fighting men were the turning point of the communications, primarily because they were the most direct participants in fulfilling the purpose of the original communication. This leads to the general proposition that in cases where downward communications require upward response, the responsibility for originating the upward

in the line of authority or other administrative officials, the
more numerous in number and their more varied functioning in
this is twofold: firstly, in the same sense, in 1912, the
a joint United States Asiatic Fleet was organized as follows:
"Among the main points of the United States Asiatic Fleet
General (the Director) (Chief, United States Asiatic Fleet)
on Honolulu (Hawaii) (the Director) (Chief, United States Asiatic Fleet)
A line or two of a very short length at the most authorized
the original Asiatic Fleet (the Director) (Chief, United States Asiatic Fleet)
actions to General (the Director) (Chief, United States Asiatic Fleet)
were four lines in length. Additional elements, some of which
in nature are attached to the original and some to the
original communication, for the first time, as the communication
flows downward. The majority of the Asiatic Fleet, however, is
the series of cables through which the Asiatic Fleet is
often led to the Asiatic Fleet. The Asiatic Fleet is
was noted for every day's operations of the Asiatic Fleet.
The Asiatic Fleet, in this sense, is the Asiatic Fleet.
The Asiatic Fleet of the Asiatic Fleet were the principal
Asiatic Fleet and were of Asiatic Fleet in Asiatic Fleet
Notes to the Asiatic Fleet in Asiatic Fleet. The Asiatic Fleet
was with the Asiatic Fleet of the Asiatic Fleet, which is
again that with the most direct participation in Asiatic Fleet
purpose of the Asiatic Fleet communication. This leads to the Asiatic Fleet
proposition that in cases where Asiatic Fleet communication is
newest response, the responsibility for Asiatic Fleet communication

response rests with that level of the executive hierarchy which is most directly involved. In industry, the primary purpose is the fulfillment of production goals. This involves the section level. The section level is the soil in which the seeds of communication germinate and reach their fruition. Just as in the case of the Armed Forces, intra-plant communications originating at the section level can be and very often are of great significance.

The most important form of communications is the spoken word. It is the most universal form of human cooperation. It may be augmented, and frequently is, by other media such as visual aids, graphs, written summaries of that which is orally transmitted, etc. Perhaps the chief reason why the oral form is the most important is that it is the one most widely used within a plant. The foreman, or section head, in communicating does so with those whom he supervises on a man-to-man basis. Realizing this, management should encourage upward communications from the section. Sincerity, as previously mentioned, is vital if upward communications are to be effective. The sincerity of the employees' response to the employer will be in a direct ratio to the sincerity of the employer's inquiry to the employees.

This is true of all other things, it is a natural law that each species begets its own kind; and undesirable traits such as insincerity, unfairness, inconsistency, sarcasm, bluffing, holier-than-thou attitudes, etc. will return to haunt the employer or management if used by him toward the employees. This return will be much greater than that which management passed down be-

Therefore, the level of the organization hierarchy which
is most directly involved in industry, the primary business is
the fulfillment of production goals. This involves the business
level. The business level is the level in which the needs of business
location, production and sales are their function. Just as in the case
of the armed forces, inter-plant communications originating at
the business level can be and very often are of great significance.
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 oral communication should encourage upward communication from the
 section. Similarly, as previously mentioned, as well as upward
 communication, it can be effective. The sincerity of the employee's
 response to the employer will be in a direct ratio to the sincerity
 of the employer's inquiry to the employee.
 This is true of all other things, it is a natural law
 that each speaker speaks for his own kind; and noticeable results
 such as sincerity, truthfulness, honesty, accuracy, clarity,
 objectivity, etc. will result so much the more
 or emphasis it is given by him toward the employee. This is true
will be much greater than that which management passes down by

cause of the simple fact that the employees outnumber the employer. Their effort, individually, may be less but the aggregate will be considerably larger.

Mr. Neil McElroy, President of Procter and Gamble Company states:

We conceive of communications, essentially, as a way of working with our people. Good communications, with us, results from having something to communicate; sound policies, beliefs, and principles of operation. Having that, we make use, wherever we can, of personal communications.

Sound policies - something worthwhile communicating - passed on to employees, and their reactions reflected back through man-to-man communication: from these, confidence and mutual understanding and a vigorous, co-operative operation results. This kind of organization spirit provides the basis of a company's ability to take care of itself in today's and tomorrow's competitive drive for business; an ability that is good for employees, management, the stockholder, and the public.¹

Mr. McElroy is, I am sure, joined by all progressive managements in the importance given to personal communications. Mr. Ralph L. Lee of General Motors Corporation stresses the importance of getting acquainted and keeping acquainted with employees in a little booklet entitled "Man-to-Man On the Job" (a series of meetings for foremen and executives of General Motors Corporation). The establishment of the proper environment for effective communications is a result of leadership; hence, a knowledge of what a leader is and some signs or characteristics of leadership may contribute to a better understanding of communications. Two separate sources of leadership characteristics are given below; whether or not it is pure coincidence that each

1"Communications - A way of working with people within a Company." (An address before a meeting of the National Industrial Conference Board, N.Y., by Neil McElroy, President of Procter & Gamble Co.)

cause of the simple fact that the business community has not
joined. Their effort, individually, may be less but the aggregate
will be considerably larger.

Mr. Neil Melroy, President of Federal and State Bank
very active.

We consist of committees, associations, and
working with our people, good communications, and we
remains those having something to contribute; good
politics, beliefs, and principles of government, and
that, we have now, whatever we can, of national and
international.

United Nations - something worthwhile communication
based on the subject, and their respective beliefs
very little man-to-man communication; they have, now
the same and mutual understanding and a vision, and
operative operation. This kind of operation
which provides the basis of a community's ability to
care of itself in today's and tomorrow's competitive
drive for business; in order that it may be successful,
management, the stockholder, and the public.

Mr. Melroy is, I am sure, joined by all progressive
management in the important given to national communications.
Mr. Ralph I. Lee of General Motors Corporation stresses the im-
portance of getting organized and having organized with the
players in a little booklet entitled "The Game" in the year 19
series of meetings for former and associates of General Motors
Corporation. The establishment of the proper environment for
effective communications is a result of leadership; hence,
knowledge of what a leader is and some ideas on characteristics
of leadership may contribute to a better understanding of com-
munications. Two separate sources of leadership characteristics
are given below; whether or not it is quite satisfactory that they

Communications - a way of working with people
a "Company." (An outline below a listing of 500
National Industrial Development Bank, N.Y. 20
Neil Melroy, President of Federal and State Bank)

list has thirty characteristics, I will leave to the reader to judge.

Kienzle and Dare list the following:¹

A real leader is a man of action.
 He knows what you want as well as what he wants.
 He has an answer.
 He knows how to win and hold confidence.
 He is dependable.
 He is thorough.
 He is calm.
 He heads a team.
 He is a good organizer.
 He is a good administrator.
 He delegates authority.
 He understands people.
 He knows how to handle people.
 He is human.
 He is humane.
 He is absolutely fair and honest.
 He has good judgment.
 He is tolerant.
 He respects the rights of others.
 He is generous by nature.
 He has a sense of humor.
 He is a good teacher.
 He is eager to learn.
 He has vision.
 He is progressive.
 He generates ideas.
 He is courageous.
 He is humble.
 He is intelligent.
 He is a hard worker.

Mr. Ralph L. Lee lists the following as signs of leadership.²

1. A low voice and, frequently, slow and thoughtful speech.
2. A neat appearance in moderate style.
3. Rarely in a hurry.
4. Easy gait and moderate pace.
5. Does not show all he feels and thinks.
6. Looks you squarely in the eye without staring.
7. Punctual.
8. Orderly.
9. Accurate.

¹Kienzle & Dare, op cit., pp. 49-54.

²Lee, Ralph L., Man-to-Man On The Job (Booklet on a series of meetings for foremen and executives of General Motors Corporation), 1943, GMC.

10. Decent.
11. Laughs only when he means it, and then under control.
12. Rarely interrupts.
13. Rarely says "I".
14. Is not afraid to have others think he doesn't know when he doesn't.
15. Rarely tells everything he knows.
16. Makes sure you know the difference between his opinions and his facts.
17. Easy to meet and easy to leave.
18. Enjoys a contest of wits and a game of chance.
19. A good loser.
20. Bored with too much logic.
21. Is not usually a heavy reader.
22. Hard to sweep off his feet.
23. Quickly gets to the point.
24. Never takes himself too seriously.
25. Does not like to do things himself; likes to do what he does through others.
26. Likes people.
27. Likes to lead.
28. Has assurance.
29. Not inclined to sit still for long.
30. Good memory.

In establishing and maintaining the good environment for communications, the foreman enhances his leadership abilities. Those whom he supervises respect and have confidence in him. The successful foreman is a keen student of human nature, quick to realize the strength and weaknesses of his workers. He treats each person as an individual and handles each differently. In other words, his manner of communicating varies according to the individual with whom he is communicating. By this is not necessarily meant a different media or means of communication, but an identical oral communication may have several "meanings" or listener responses through variation of emphasis used on different words. James F. Bender cites as an example of this a simple question which changes its meaning as you shift the vocal emphasis:

10. honest.
11. I'm sure only when he was 12, and then under a
trial.
12. fairly intelligent.
13. really very "p".
14. He had tried to have others think he wasn't
know when he wasn't.
15. fairly tall, everything he knew.
16. makes sure you know the difference between his
opinion and his facts.
17. Not so much and easy to know.
18. enjoys a constant of who and a sense of choice.
19. a good leader.
20. good with his own leader.
21. is not usually a heavy reader.
22. has a way of his own.
23. usually goes to the point.
24. never takes himself too seriously.
25. does not like to be taken down; likes to be
what he does around others.
26. likes people.
27. likes to lead.
28. has a way of his own.
29. not inclined to let other people.
30. good memory.

In speaking and maintaining the good environment for
communication, the person who has the leadership abilities.
Those who are responsible for the good environment in the
successful person is a good student of human nature, who is
realize the strength and weakness of his words. He knows and
person as an individual and knows each individual. In order
words, his manner of communication varies according to the in-
dividual with whom he is communicating. By this he not necessarily
mean a different style of words of communication, but he knows
that oral communication has two general functions: to inform
responses through verbal or nonverbal means in different words.
James F. Hendon gives an example of this in a simple question
which changes the meaning of the word "yes".

1. How would you suggest we improve this situation?
2. How would you suggest we improve this situation?
3. How would you suggest we improve this situation?
4. How would you suggest we improve this situation?
5. How would you suggest we improve this situation?
6. How would you suggest we improve this situation?
7. How would you suggest we improve this situation?
8. How would you suggest we improve this situation?

The words are exactly alike in all eight readings. Yet each shift of emphasis brings about a different response in the listener's mind.¹

The foreman, or section head, when he understands the employees under him can vary the interest and listener response by emphasizing the particular word or point which appeals to or stimulates a particular individual. Nearly everyone has a predominant stimuli, if this stimuli is known the correct approach or emphasis may be determined. Number One above could possibly be used on the individual who is stimulated by logical reasoning; Number Three by the individual who responded to self-interest; Number Five by the individual who responded to team work and fair play, etc. The example above is in the form of a question, and questions are a good means of facilitating communications. They are the dredges which keep the channel open and permit a true two-way flow. Needless to say the questions which are asked must be intelligent and pertinent to some facet of the enterprise.

You can do two things with a question:

1. Let the other person know what you think.
2. You can at the same time pay him the complement of asking his opinion.²

The foreman who knows his worker's interests or stimuli should appeal to those stimuli in his communications. Underlying

¹Bender, James F., The Technique of Executive Leadership, (McGraw - Hill Book Co., Inc: N.Y., London, Toronto), 1950, p. 166.

²Bettger, Frank, The Art of Successful Selling, (Prentice-Hall, Inc: New York), 1949, 7th Printing, p. 76.

1. How would you suggest we improve this situation?
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5. How would you suggest we improve this situation?
6. How would you suggest we improve this situation?
7. How would you suggest we improve this situation?
8. How would you suggest we improve this situation?

The words are merely a stimulus in all these questions. Yet each shift of emphasis brings about a different response in the listener's mind.

The listener, or reaction level, when an unexpected idea employee under his own very free interest and interest response by emphasizing the particular word or point which appears to stimulate a particular individual. Stimulus response has a dominant stimulus, if then stimulus is shown the correct response or emphasis may be determined. Number the above words possibly be used on the individual who is stimulated by logical reasoning; Number Three of the individual who responded to self-interest; Number five of the individual who responded to team work and fair play, etc. The example above is in the form of a question, and questions are a good means of facilitating communication. They are the dredges which keep the channel open and permit a free two-way flow. Needless to say the questions which are asked must be intelligent and pertinent to some facet of the enterprise. You can do two things with a question:

1. Let the other person know what you think.
2. You can at the same time let him know what you think of his opinion.

The listener who knows his own mind's interest in stimulus

should respond to those stimuli in his communication. Receptive

listener, James F., The Technique of Effective Leadership, (New York: McGraw-Hill Book Co., Inc., 1940), p. 100.

Stetter, Frank, The Art of Successful Selling, (New York: McGraw-Hill Book Co., Inc., 1940), p. 100.

all communications relationships are people and people differ and have different natural limitations. The foreman who is aware of this knows that: "The acorn can grow into a scrub oak or a giant of the forest - but it can't become a maple, no matter how much it is cultivated." The approach or communication, therefore, differs between the communicator and different types of communicants (foreman and workers). Thus far, speaking has been stressed and might lead one to the conclusion that the foreman is nothing but a "chatter-box" between the workers and other supervisory levels. This is an erroneous impression. The good foreman is also a good listener. He doesn't talk too much. Silence is golden and may itself, at the proper time and place, be an effective form of communication. Actions speak louder than words is an old maxim and silence may appropriately be the best action in some instances. Also, somewhat related to the silence theme and to further dispel the chatter-box idea pertaining to foremen is what could be a corollary to the commandment, "Don't overglorify the Company." The corollary - "Don't over-communicate." This leads to the general question of "when should there be communications in the plant?" The answer is constantly. The most effective communications system is one which is continuous. There are enough pertinent matters within any plant to permit a steady functioning of the communications system, and it therefore should be kept free from trivia, unimportant, or non-pertinent matter. The more driftwood of this nature that there is in the stream, the more difficult it becomes to pass pertinent communications through the current. Such

¹Lee, op cit., p. 41.

all communications relationships are broken and people differ
and have different mental instructions. The language and is
of this group that "The group now goes into a state of
giant of the forest - but it would be a state of
much it is outwitted." The concept of communication, therefore,
differs between the communication and different types of
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cations system is one which is continuous. There are enough partic-
ent matters which why plant in terms of strong functioning of the
communication system, and it therefore would be kept free from
noise, disturbance, or non-participation. The more the
of data means that there is in the system, the more effective is
becomes to non-participation communication between the system.

situations if allowed to continue will result in stagnation and destroy communications effectiveness.

To facilitate keeping the communications system in excellent condition, perhaps the most important device is the employee group meetings.

The group meeting is essentially a two-way communications device. If it isn't a function wherein employees have an opportunity to ask questions, then it isn't a group meeting - it's a management lecture....Few companies that have embarked on group-conferences programs with employees have abandoned them. On the contrary, they have refined and developed their techniques year after year, profiting from what employees have had to say about these powwows. Among the companies "sold" on the employee meeting or conference method, here are the agreed advantages:

1. It's personal communication. It is the man-to-man meeting and no other type matches it for effectiveness.
2. It's two-way communication at its best. This is a setting where the employer has a chance to say what he wants to say, to an audience whose interest he can measure. It's where the employee under the proper encouragement can express his own ideas and ask his own questions.
3. It is a flexible medium. If yours is a printed program, you are confined to the framework of a printed program. If it is an employee group meeting, you can shift with the moods or interests of your audience.
4. It isn't cut and dried. It doesn't have to be stuffy unless you yourself insist upon making it so. It can be conducted in a comfortable, informal atmosphere.
5. It is an interpretive medium. If the company has a point to make, its representatives can make sure the point is understood before moving on to the next. In the printed or published type of communication, management can only hope that it has answered all the questions.¹

A hasty reading of the above advantages would seem to indicate that this device is better suited for echelons above the section level but it is apparent that it is effective at all

¹Newcomb and Sammons, op cit., pp. 194-195.

statements it allowed to continue with regard to statement on and

amateur commission statements.

To facilitate handling the commission review in an

efficient condition, perhaps the most important factor in the em-

ployer group meetings.

The group meeting is designed with a two-way communication device. It is Jan's a function which is designed to be an opportunity for the committee, when it has a group meeting - it's a management activity... The committee has had have entered an group-committee procedure with employees have a hand in what is the company's plan have defined and discussed their individual goals and to the past, providing the other employees have and to the about about power. When the committee meets in the employee meeting on committee meeting, they are the stated advantages:

1. It's a personal communication. It is the meeting and no other type of meeting is for all employees. 2. It's a two-way communication at the state. This is a meeting where the employee has a chance to say what he wants to say, to the management group. However he can answer. It's where the employee makes his own contribution and management can answer him now then and then his own questions.

3. It is a flexible meeting. It gives in a limited group, you are dealing to the management of a group of people. It is an employee group meeting. You can shift with the needs of interests of your employees. 4. It Jan's out and back. It comes. I have to be really understand you personally having some action in the management in a considerable, lateral relationship.

5. It is an interactive meeting. If the employee has a point to make, the management has to make sure the point is understood before moving on to the next. In the period of employee group or communication management has only hope that it has answered all the questions.

Already meeting of the group management will have to understand that this device is better suited for handling about the condition level but it is important that it is effective to all

levels and particularly so at the lowest levels. The writer had collateral duty as Safety Officer of a Depot of Supplies which employed about 2500 people about equally divided between military and civilian. Weekly 10 or 15 minute "stand-up" safety conferences were held at the lowest level (workers and their leadingmen). The forthcoming week's work as it had been previously planned was discussed with particular attention to accident hazards. The results were so effective that for eleven months there was not a single lost-time accident, and First-Aid cases were reduced about 35%. This is the rough equivalent of slightly over fifty people working an entire lifetime (between ages 18 & 65 or 47 years) without a lost-time accident! I attribute that performance to two important reasons - First, the sincerity of management. The Safety Program had the complete backing of management from the Commanding General on down. Secondly, the weekly safety meeting was between the workers and their leadingmen at which time a bona fide group discussion was held. Two-way communications resulted from this face-to-face meeting. Beneficial suggestions as to safety features flowed upward. The workers were aware of management's interest in their welfare and safety. The employees participated in the safety program and their participation was sincere. I do not believe that the importance of sincerity in making communications effective can be over-stressed. Abraham Lincoln once wrote:

If you would win a man to your cause, first convince him

levels and particularly at the lowest levels. The writer has collected data as Safety Officer of a group of companies which employed about 5000 people about equally divided between military and civilian. Weekly 10 or 15 minute "kitchen" safety conferences were held at the lowest level (workmen and their leaders). The forthcoming week's work as it had been previously planned was discussed with particular attention to accident hazards. The results were so effective that for eleven months there was not a single lost-time accident, and first-aid cases were reduced about 35%. This is the rough equivalent of slightly over fifty people working an entire lifetime (between ages 16 and 65 or 67 years) without a lost-time accident! I estimate that performance was two important reasons - first, the simplicity of management. The safety program had the complete backing of management from the Commanding General on down. Secondly, the weekly safety meeting was between the workers and their leaders at which time a formal group discussion was held. Two-way communication resulted from this face-to-face meeting. Detailed explanation is in safety features flowed upward. The workers were aware of management's interest in their safety and safety. The management participated in the safety program and their participation was sincere. I do not believe that the importance of sincerity in making communications effective can be over-stressed. Abraham Lincoln once wrote:

If you would win a man to your cause, first convince him

that you are his sincere friend. Therein is a drop of honey that catches his heart, which is the high road to his reason, and which, when once gained, you will find but little trouble in convincing his judgment of the justice of your cause, if indeed that cause be a just one.¹

The foreman or section head as a representative of the management is in a very good position to convince employees of management's sincerity of purpose, etc. He is a teacher; by proper communication techniques he can accomplish five important fundamentals for helping his workers learn quickly and well:

1. In getting across information emphasize its use and application on the job.
2. Stir the learner to activity; get him to participate.
3. Give the employee time to digest what he learns.
4. Help the employee see what is especially important.
5. Help the employee understand the meaning of what he is learning.²

Another important principle of communications is Be on the Level. This involves not merely the ideas of honesty and sincerity but neither "talking down" to the employee nor "over his head." This does not allow any feelings of inferiority or superiority on the part of either the employee or his boss. The scales are in balance; the employee not only participates but "feels" that he has actively participated. Two-way flow is obviously better where it has neither up nor down grades to contend with. By following this principle the "climate" of mutual understanding and confidence is enhanced. "Conniving" is not smart, such gains as may accrue can only be temporary in nature and the reprisals are sure to follow. By being on the level, the

¹Bettger, op cit., p. 139.

²"Staff Development...the Supervisor's Job", (U.S. Govt. Printing Office), 1948, Federal Security Agency Training Manual No. 6.

that you are his sincere friend. Therefore as a manager of
 Henry that makes his work, which is his job, to
 do his best, and which, when done, will
 give him little trouble in performing his job, and
 the basis of your work, it is that you come to
 that one.

The former of these two is a representative of the
 management is in a very good position to understand the
 management's philosophy of business, etc. He is a manager, of
 proper communication techniques he can understand the importance
 fundamentals for helping his workers learn quickly and well.

1. In setting across information regarding the new and
 application on the job.
2. Get the learner to decide; get him to participate.
3. Give the employee time to digest what he learns.
4. Help the employee see that it is actually important.
5. Help the employee understand the meaning of what he
 is learning.

Another important principle of communication is the level
 the level. This involves not merely the level of honesty and
 sincerity but rather "talking down" to the employee not "over
 his head." This does not allow any feeling of inferiority on the
 part of either the employer or his boss. The
 scales are in balance; the employee not only participates but
 "feels" that he has actively participated. Two-way flow is ob-
 viously better where it has existed up and down grades so com-
 mend with it. Following this principle the "balance" of mutual
 understanding and confidence is enhanced. "Cooperation" is not
 exact, such terms as may occur can only be temporary in nature
 and the principles are sure to follow. By being on the level, the

"informal communications" are kept in their proper place. Rumors and other non-authentic forms of communications are minimized.

A brief examination of informal communications indicates that they usually do not follow the channels or any formally designated patterns and are concerned primarily with the human relations of the work situation and serve the needs of the worker rather than the needs of the job. This is what is commonly referred to as the "grapevine", and is generally an accepted feature of a plant communication system. Gardner and Moore discuss it as follows:

Usually it is nothing more than the passing-on of information from one friend to another without regard to any formal organizational lines. Often there is a clique of secretaries to the top executives who keep each other informed as to what is going on. Sometimes there are luncheon groups of supervisors from various departments which enable them to trade news of changes and developments, and of rumors and gossip about what is going on throughout the company. Individuals have friends in various organizations from whom they can get off-the-record information and keep in touch with those organizations, and to whom they are careful to give similar information and informal reports. The successful operation of the grapevine, however, is dependent upon the discretion with which each person uses the information it brings him. If Jim tells Joe at lunch that his department is having trouble on a certain job, and Joe goes around talking about the trouble that Jim is having, it usually ends up with Jim being mad at Joe and feeling that he can not trust him. And from then on, Jim either avoids Joe or is careful not to tell him anything that should be treated confidentially.¹

As was indicated in Chapter I, the possible number of relationships among small groups of five or six people is 26 for a group of five and 57 for a group of six. The branches of the grapevine may therefore be quite complex and create an intricate

¹Gardner, Burleigh B., and Moore, David G., Human Relations in Industry, (Richard D. Irwin, Inc: Chicago), Revised Edition, 1950, p. 44.

network. As Barnard indicates the leadership which emerges results in making formality out of informality. If communications exist at all, and they must exist if the enterprise is to continue, the grapevine will always be present in some degree. The grapevine is more widespread in the lateral flow of communications. This is inherent from the organization structure. Lines of authority, or the formalized channels of communications, are shown in organization charts, etc. Employees are aware of them by the mere fact that they see part of the "boss" elements of the plant daily. The General Manager, Plant Superintendent, Department Head, or Division Officer in random plant tours or wherever seen by the worker automatically symbolize the formality of the organization. Also, such appearances provide the "spark" for additional grapevine communications. This does not necessarily indicate an unhealthy situation, but can be an element of good. The mere fact that the "Big Boss" was seen in the shops or along the line can leave a feeling of interest in the worker's welfare. The foreman or section head may himself make judicious use of the grapevine in such cases.

In order to keep the grapevine under control, the question of "What should be communicated?" ought to be considered. Johnson & Johnson Co.¹ list three categories of facts to be communicated:

(a) Those ~~that~~ must be told. They are things that directly and rather immediately affect a man on his job. These include work assignments, work flow in offices, machine repair, materials, pay, methods of operation, overtime, hours, safety, rules and regulations,

¹"Conference Outline on Communications", Johnson & Johnson Company, op cit.

1. Conference dealing on communication, Johnson & Johnson
Company, Inc.

duties, responsibilities, etc. (b) Those that should be told. These are facts a little less directly or less immediately connected with the work operations or the physical conditions surrounding the job. These facts include those necessary to coordinate ones' work with that of other people or other departments. They deal a little more with the future and that physical environment which is a little distant from the job. They include vacation policy, company services, recreation, management policy, departmental organization, the place of the job in the whole scheme of things, expected standards of personal conduct, the finished product, anticipated changes influencing the man, the job, or the department. (c) Those things that it would be nice to tell. These might be thought of by some as luxury items. They deal broadly with the company, its organization, its leaders, its economy, its plans for growth and expansion, the company product lines, its advertising, sales, research, legal, and manufacturing departments and their problems, broad company policy, the economic order, citizenship, etc.

The premises of the International Harvester Company's program for informing employees (what to communicate) is:

1. Every employee has the right to know what the company does, how it does it, why it does it, and who benefits from it. The officers of the company recognize that employees have a vital interest in the company because what it does affects their personal welfare.
 2. Employees are more cooperative and efficient if they know how the contributions of their work fits into the activities and products of the company.
 3. Workers are intelligent and reasonable people. When
-

defined, responsibilities, and (b) these must include on jobs. These are the basic middle level duties or job functions which are with the work operations or the physical demands of the job. These jobs include those necessary to accomplish work with that of other people or other departments. They must include work with the future and last physical environment which is a little distant from the job. They include various duties, company services, reception, management policy, development of location, the place of the job in the whole system of industry, product and standards of personal conduct, the finished product, the finished changes influencing the man, the job, or the department. (b) These things that it would be nice to tell. These things are known of by some as early items. They deal directly with the company, its organization, its leaders, its economy, its plans for growth and expansion, the company product line, its advertising, sales, research, legal, and manufacturing departments and their activities, broad company policy, the company's stock, citizenship, etc.

The practices of the International Relations Company's

practices for informing employees (and so communities) is:

1. Every employee has the right to know what the company does, how it does it, why it does it, and who controls it. The officers of the company recognize that employees have a vital interest in the company because what it does affects their personal welfare.

2. Employees are most cooperative and efficient if they know how the contributions of their work fit into the activities and programs of the company.

3. Workers are intelligent and responsible people. When

they have the same information as management, they will probably reach the same conclusions, provided all parties are sincerely and honestly aware of their responsibilities and do their best to live up to them.¹

The two examples given above show with considerable emphasis that facts are what should be communicated. This is in keeping with a principle of communications - Be Specific: If information is not fact but opinion, it must be clearly understood by the recipient that such is the case. The foreman in this level of section communications is again in a strategic position to augment the communications system. For his level, he is the person from whom the workers expect to get the facts. A simple conclusion to both questions of "when" and "what" in communications is that facts should be continuously told. By complying with this simple statement, enough pertinent factual information is injected into the formal communications stream to "feed" the informal or grapevine channels. Thus, the grapevine becomes an asset and an essential adjunct of formal relationships. Stated another way, the "why", "what" and "when" of the formal communications is the soil in which the grapevine has its roots. As long as this is true the grapevine can be encouraged to flourish in the manner which will increase the company's effectiveness, but as soon as it begins to feed on "foreign" soil its fruit will also be foreign to the company. Again, the foreman is the man on the spot who can deal with the situation most readily; he can detect the foreign elements in the soil and either remove or neutralize them. Application of specificity can be of material assistance in this; when rumors reach

¹Parker, Willard E., and Kleemeier, Robert W., Human Relations in Supervision, (McGraw - Hill Book Co: N.Y., London, Toronto), 1951, p. 31.

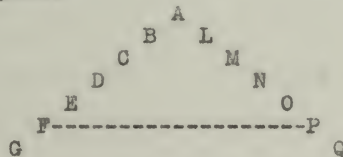
They have the same information as management, they will probably reach the same conclusions, provided all parties are sincere and honestly aware of their responsibilities and to their best to live up to them.

The two examples given above show with considerable emphasis that facts are what should be communicated. This is in keeping with a principle of communication - be specific! If information is not too big an opinion, it must be directly understood by the recipient that such is the case. The former is the level of action communication is again in a similar position to suggest the communication system. For the level, he is the person from whom the workers expect to get the facts, a simple conclusion to both questions of "when" and "what" in communication is that facts should be continuously said. By specifying with this simple statement, enough pertinent factual information is injected into the formal communication system to "feed" the informal or expressive channels. Thus, the expressive becomes an asset and an essential adjunct of formal relationships. Asked another way, the "why", "what" and "when" of the formal communication is the soil in which the expressive has its roots. As long as this is true the expressive can be encouraged to flourish in the manner which will increase the company's effectiveness, but as soon as it begins to feed on "foreign" soil its fruit will also be foreign to the company. Again, the former is the soil on the spot and the latter is the situation most readily; he can detect the foreign elements in the soil and either remove or neutralize them. Application of specialness can be as careful as possible in fact; when foreign

his ears, or he overhears such remarks as "they say", "several fellows told me", "the boys in shipping heard", etc. he is able to straighten the branches of the grapevine by removing these generalities and obtaining specific cases. This prevents undue distortion of facts. When the grapevine is in the proper soil, there will emerge as a result of these informal communications much material for formalizing and which will generate additional upward flow. The grapevine may often be an accurate "pulse" by which to gauge the overall health of the business. A good grapevine may be an indicator of high morale.

Another form of lateral communications which has more to do with the needs of the job, rather than the needs of the people as the grapevine is suspected of doing, is that which is known by Henri Fayol's term of "bridging."

Let us suppose that it is necessary to put function F in communication with function P, in an undertaking whose hierarchy is represented by the double ladder G-A-Q. In order to follow the hierarchic channel, we should have to climb the ladder from F to A and then go down from A to P, stopping at each rung, and then repeat this journey in the opposite direction in order to get back to our starting point



It is clearly much simpler and quicker to go straight from F to P using the bridge F-P, and this is what is most frequently done. The hierarchic principle will be safeguarded if E and O have authorized their respective subordinates, F and P, to enter into direct relations, and the situation will, finally, be perfectly in order if F and P immediately tell their respective chiefs what

they have agreed to do. So long as F and P remain in agreement and their actions are approved by their immediate supervisors, direct relations can be continued, but as soon as either of these conditions cease to exist, direct relations must stop and the hierarchic channel be resumed.

The use of the bridge is simple, swift, and sure; it allows the two employees F and P, in one meeting of a few hours, to deal with a question which by the hierarchic channel would go through twenty transmissions, inconvenience many people, entail an enormous amount of writing, and waste weeks or months in arriving at a solution.¹

The above descriptive situation is, of course, in keeping with the principle of keeping communications lines as short and as direct as possible. In my opinion, it does not necessarily follow that twenty transmissions would result. E and O could "bridge" regarding matters upon which F and P were unable to agree, as long as D and N were informed, etc. This "bridging" or cross-channeling is in essence another name for cooperation and coordination. It was noted earlier in Chapter I that cooperativeness rests upon the foundation, Communications. Coordination is necessary in any successful one-man activity. When two or more coordinate, cooperativeness results!

This principle of a short and direct communications line does not violate the principle that the complete line should usually be used, if viewed in the light of harmonious relationship. The formal line is used up to that point where a harmonious "bridging" will result. Both these principles are in great measure dependent upon broad company policies of extent of delegation of authorities and responsibilities. Lateral communications within the section

¹Lepawsky, op cit., p. 328.

they have agreed to do, as long as I am a member in
agreement and their actions are directed to that end.
mutual supervision, direct relations can be maintained,
but as soon as either of these conditions cease to exist,
direct relations must cease and the relationship must be
terminated.

The use of the bridge in this, my opinion, is
allowed the two members to meet, in the setting of a
few hours, to deal with a question which by the inter-
active channel would be too broad, easily misunderstood,
inconclusive, and very costly, as well as a waste of time
of writing, and hence with a view to making the situation
adjustable.

The above descriptive situation is, of course, in keeping
with the principle of keeping communications lines as short as
we direct as possible. In my opinion, it does not necessarily
follow that twenty transmissions would result. I and B would
"bridge" regarding matters upon which A and B were unable to agree,
as long as B and H were informed, etc. This "bridging" or trans-
channeling is in essence another name for cooperation and coordi-
nation. It was noted earlier in Chapter I that communication
notes upon the foundation, communication, coordination is nec-
essary in any successful one-man activity. This fact of course is
obvious, and is a basic principle.

This principle of a short and direct communication line
does not violate the principle that the communication line should always
be used, it is used in the limit of human or technical means. The
formal line is used up to that point where a permanent dependency
will result. Such cases typically are in those instances dependent
upon broad company policies or upon the delegation of responsibilities
and responsibilities. Formal communication is the basis

will generally be in keeping with the foreman's understanding of those broader organizational concepts.

In summation of section communications, the foreman is the focal point. He is at the bottom of the formal lines of authority and communications. He is the spokesman for the plant at the level where it counts most in plant effectiveness. His intimacy with the work and the workers results in a situation unique in comparison to other levels of management. Gardner and Moore express it thusly:

....he (foreman) is, to a considerable extent, the one who interprets management to the workers; he is, to a large degree, the only representative of management with whom the workers have much contact; he is the one who imposes management's controls upon them. For this reason he has an important influence upon their attitudes toward the job, the management, and the company generally. He is the one who can most directly affect their morale and loyalty.¹

To this array might be added he is man-to-man on the job, the very essence of cooperation. He is in the enviable position of being able to make greatest use of the most effective form of communications, i.e., oral, direct, face-to-face. This is without question the most effective type for inculcating pride of person, pride in job, and pride in association with the plant as a whole. The plant, therefore, that has outstanding foremanship will have an excellent communication system. If communications worked properly at all levels except the section (foreman) level, the plant would remain ineffective. The poor foremen thwart good communications; hence, a study of what makes good foremen would

¹Gardner and Moore, op cit., p. 52.

will generally be in keeping with the Government's understanding
of these broader organizational questions.

In summation of these considerations, the following is
the focal point. He is at the center of the formal lines of com-
munication and communication. He is the spokesman for the plant at the
level where it counts most in plant effectiveness, his position
with the work and the workers results in a situation unique in com-
parison to other levels of management. Further and more significant
it finally:

...the (foreman) is, to a considerable extent, the one who
interacts management to the workers; he is, in a large
degree, the only representative of management with whom
the workers have such contact; he is the one who interprets
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of person, pride in job, and pride in identification with the group
as a whole. The plant, therefore, that has outstanding success-
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worked properly at all levels except the top (foreman) level,
the plant would remain ineffective. The poor foreman should good
communications; hence, a study of what makes good foreman would

seem to be in order. The next chapter will partly concern itself with this problem and with other communications matters.

seem to be in order. The next chapter will briefly discuss the
 self with this product and with other concerned one matter.

CHAPTER III

DIVISION COMMUNICATIONS

In Chapter II, much emphasis was given to oral or spoken, face-to-face communications. It was so intended. Whenever possible, and in most plants it should usually be possible at all times, primary reliance should be placed upon that medium for the single reason of effectiveness. Every reference available agrees on that point. This does not preclude other media such as bulletin boards, time card "tips", pay envelope messages, etc., but media of these types usually have their origin above the section level. One of the missions of Division communications would therefore appear to be the establishment or development of devices that contribute to the enhancement of the section man-to-man relationships. For obvious reasons, the Division Officer ought not to contact the workers personally. (Exceptions may be made if life is at stake or a grave emergency arises, etc.) This violates organizational and communications principles. Even though the Division Officer is one step further removed from the workers, it does not preclude an interreaction or identification with the workers and with the foreman as go-between. Figuratively, the situations could be depicted in three general ways. (A) The foreman identified with the workers, or (B) the foreman identified with the Division Officer, or (C) the Division integrated as a Unit with strong identification throughout by all personnel in

DIVISION COMMUNICATIONS

In Chapter II, much material was given to show an
 spoken, face-to-face communication. It was an interesting, un-
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 at all times, primary reference should be made to that and
 him for the single reason of effectiveness. Every reference
 available agree on this point. This note and procedure every time
 such as bulletin boards, time work sheets, and telephone records,
 etc., but make of these types usually with their origin and
 the action level. One of the kinds of division communication
 would therefore appear to be the relationship or development of
 devices that contribute to the enhancement of the action level
 and relationships. For obvious reasons, the Division Officer must
 not to conduct the work relationship. (Exposition and it must be
 life in it state or a true relationship state.) This relation
 organizational and communication principles. When known the
 Division Officer is one who must know from the material in
 does not provide an indication of investigation with the
 workers and with the workers as individuals. Individually, the
 situations could be depicted in three phases: (A) the
 former identified with the workers, or (B) the former identified
 with the Division Officer, or (C) the former identified as a
 unit with some identification between the two.

the Division. For example:¹

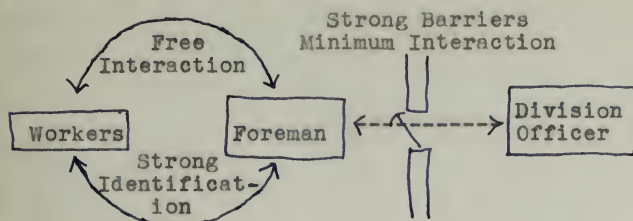


Figure A. Foreman Identified With Workers

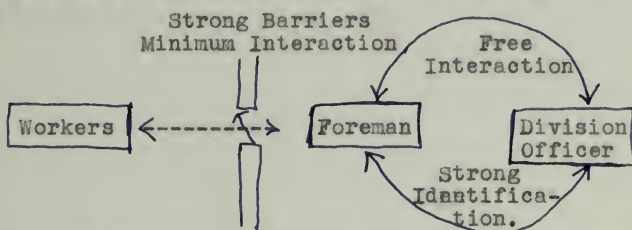


Figure B. Foreman Identified With Division Officer

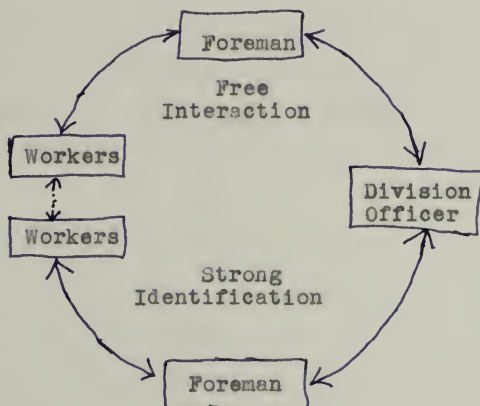


Figure C. Integration and Identification of Division as a Unit. No Barriers.

¹Figures A and B from Gardner & Moore, op cit., p. 49.
Figure C is my own idea.

the Division. For example:

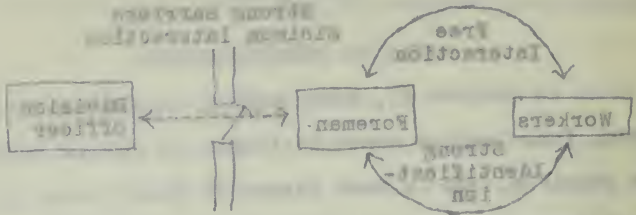


Figure A. Foreman Identified with Division

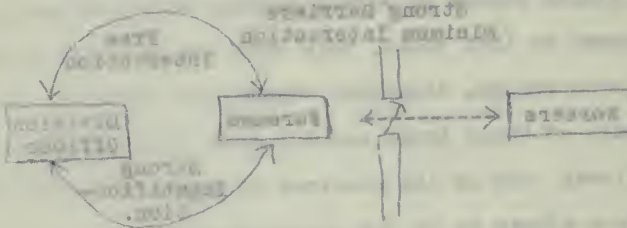


Figure B. Foreman Identified with Division Officer

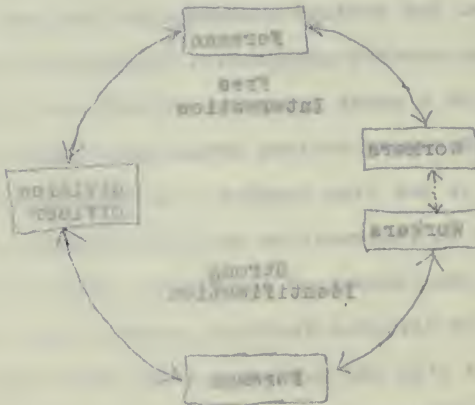


Figure C. Interaction and Identification of Division as a Unit. No barriers.

Figures A and B show Foreman's role in the Division. Figure C is an idea.

In such cases as Figure C above, "we see very easy interactions between workers, foreman, and Division Officer, and the Division Officer is usually in close touch with the details of the job and with the individuals. The foreman feels very comfortable under these conditions, does not worry about the presence of the Division Officer, and does not need to cover up mistakes or try to protect the group, since the boss can be trusted. In many instances of this kind, the whole division stands as a unit against outside pressures or against demands from above. Probably these are the most comfortable and satisfactory work situations for the foreman and the workers."¹

I agree with that comment except on the point of close touch between individuals and the Division Officer, if it is meant by that instructions on the "how-to" of the work, etc. That is a matter for the foreman, but as I tried to show in Figure C, the lack of barriers and the harmony existing are results of an integrated communications system. I assume that what was intended by "close touch" was that communications could be rapidly transmitted.

The Division Officer has functions which are quite different from those of the section head. He need not be as familiar, technically, with the work. He is concerned with a greater volume of the written media of communications than is the foreman. He tends to use more written media in communicating up the line than does the foreman. Many upward communications which originate with

¹Gardner & Moore, op cit., p. 50. (Figures A and B and the quoted statement used Department in lieu of Division, but the same level was referred to. I, therefore, substituted for purposes of this report.)

is such cases as Figure 3 shows, "we are very ready to instruct between officers, between the Division Officer and the Division Officer in cases where with the Division Officer and with the individuals. The former being very comfortable under these conditions, does not worry about the presence of the Division Officer, and does not seem to cover or mis- takes or try to protect the group, since there is no protection. In many instances of this kind, the whole Division seems to be and against outside pressures of outside demands from within. Probably these are the most comfortable and satisfactory situations for the former and the latter."

I agree with that concept on the point of close touch between individuals and the Division Officer, it is in meant by that instructions on the "how-to" of the work, etc. that is a matter for the former, but as I tried to show in Figure 3, the lack of barriers and the harmony existing are results of an integrated communication system. I assume that what was intended by "close touch" was that communication could be rapidly trans- mitted.

The Division Officer has functions which are quite dif- ferent from those of the section head. He need not be as familiar technically with the work. He is concerned with a greater volume of the written media of communication than is the former. He tends to use more written media in communicating up the line than does the former. Many human communications which originate with

the workers or the foreman are condensed to writing at this level before continuing upward. The coordinating aspects of the Division Officer's job are more extensive than are those below his level.

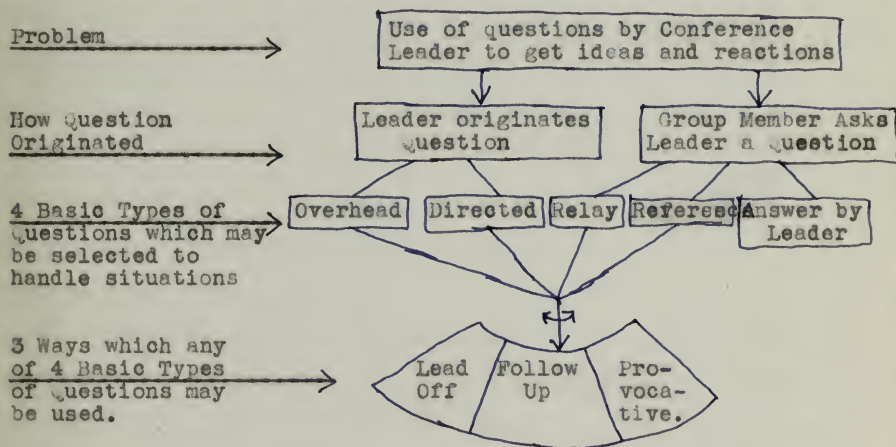
Much of the detailed information needed for coordination can be provided by working papers that follow an established path from one division to another or between departments and divisions. Written reports are frequent. This does not mean that the Division Officer has fewer or less marked leadership attributes than the foreman; the converse is true. The Division Officer should have greater abilities as a leader, and by his example will the standards be set.

One very important means which the Division Officer has at his disposal for improving communications is the Supervisor Training Program. The Personnel Department may attend to many of the details of such a program, but I believe that active participation by the Division Officer is essential also. It assumes more realism for the foremen if their "bosses" are helping to run the program. Also, the Division Officer will make greater use of psychological aids in communication. Examples of this would be round tables in the Division conference room so all are "equals", light green paint on the walls, proper room temperature, graphs or other dramatic "props" to highlight key points, etc. Such media contribute to the effectiveness of the man-to-man talks between the Division Officer and his fore^{men}. The subject matter of these meetings will generally be a great deal more diversified than the worker-

the workers or the farmers are concerned to obtain as high level
 before continuing upward. The economic aspect of the Division
 Officer's job is not extensive and can cover only a part.
 Much of the detailed information needed for coordination
 can be provided by existing papers that exist in established parts
 from one division to another or between departments and divisions.
 Officer reports are frequent. This does not mean that the Division
 Officer has fewer or less marked leadership attributes than the
 foreman; the converse is true. The Division Officer should have
 greater authority as a leader, and by his example will the stand-
 ards be set.
 The very important means which the Division Officer has
 at his disposal for improving communication is the improvement of
 Training Program. The Personnel Department has agreed to work on
 the details of such a program, but I believe that active partici-
 pation by the Division Officer is essential also. It should not
 be left for the foreman to their "business" and training to the
 program. Also, the Division Officer will have freedom to do any-
 thing which aids in communication. Extension of this would be having
 tables in the Division conference room in all the "pockets", 24-hour
 access point on the walls, groups of men, women, or other
 dramatic "groups" to highlight the points, etc. Such media commu-
 nity use to the effectiveness of the medium and this program for the
 Division Officer and his foreman. The subject matter of these meetings
 will generally be a great deal more detailed than the present

foreman level meetings. This is an excellent opportunity for the Division Officer to "teach the teachers." Therefore, augmenting the "shop" talk with general executive-development type periods is a worthwhile communications device. It is creative. It shows the foremen that continuity of the business is expected; that the Division Officer is willing to develop a replacement; that media which improve the individual will improve the plant as well and give a greater feeling of security on the job.

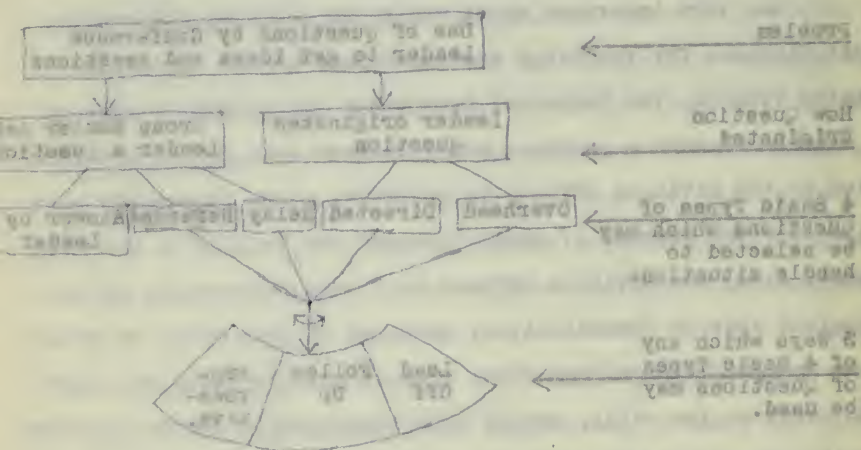
At the Division level, also, it is very important to recognize the power of the simple spoken question. Mr. E. S. Hannaford diagrams it as follows:¹



Questions are powerful because they require an answer.

The Division Officer being farther removed from the work is apt to know less about the progress at a particular moment than the foreman. Hence, the Division Officer's communication devices are apt

totem level meetings. This is the traditional responsibility for the
 Division Officer to "check the books," "check the records," "check the
 the ship" and in general to maintain the discipline and the order
 in a well-run community. It is his duty to be on hand to see
 the totem and the continuity of the business is maintained; that
 the Division Officer is willing to develop a responsibility and
 media which improve the individual will involve the time and the
 and give a better feeling of security on the job.
 As the Division level, also, it is very important to
 recognize the power of the totem system (totem, the D.O.).
 Management diagram is as follows:



Questions are powerful because they require the answer.
 The Division Officer being the person who is the one to
 know how to use the questions as a powerful means to the end.
 man, hence, the Division Officer's communication system is the

to be more interrogatory, on the whole, than were the foreman's devices. Questions are good salesmen too. In explaining changes of procedure, etc. to foremen, the Division Officer can by consciously selecting the right basic type of question use it to get the result he wants and at the same time leave an impression of participation on the part of the foreman.

The Division Officer has more opportunity than the foreman does to voice his opinions, to see the processes of decision-making, and possibly to influence them; and he generally has more of a feeling of being a part of management.¹ It follows from this that he is more concerned with overall planning aspects than is the foreman. As a result of his planning or creativeness he may develop plans which when approved will affect the workers. In my opinion, in such cases, the Division Officer should be guided by the proposition that -- In general, original communications of the Division Officer which will affect the workderand which require higher approval should first be communicated downward, for foreman's information and reaction, before being transmitted upward for approval. There are advantages in this procedure. First, the foreman may help in crystallizing the contemplated action or he may have a better idea of his own to offer as a substitute. Secondly, greater feelings of confidence are created between Division Officer and foremen. Third, the foreman is not caught short; he will have some planning to do also. Fourth, by having had at least a little something to do with it, he will feel more kindly disposed toward it, even though he may not agree with it one hundred percent. The

¹Gardner and Moore, op cit., p. 56

participation on the part of the Government.

The Division Officer has not opportunity to see the person
man does to voice his opinion, to see the process of decision
making, and possibly to influence them; and he probably has more
of a feeling of being a part of management. It follows that
that he is more concerned with overall financial aspects than is
the former. As a result of his planning or objectives he may
develop plans which may be approved with little or no
opposition, in such cases, the Division Officer would be guided by
the proposition that -- in general, original recommendations of the
Division Officer will reflect the individual's own initiative

it, even though he may not agree with it one hundred percent. The something to do with it, he will feel more kindly disposed toward some planning to do also. Fourth, by having one or two men and foremost. Third, the foremost is not enough, though he will have greater feelings of confidence are created between Division Officers have a better idea of his own to offer as a suggestion, secondly, can may help in circumstances and anticipated action or he may approval. There are advantages in this procedure. First, the first information and reaction, before action is suggested toward the higher approval should first of command and approval, for forward

most prominent drawback to the general proposition as advanced above is that it is time-consuming. If speed is of the essence, it may require simultaneous movement in both directions. Downward for implementation and upward for approval and making known the fact that it has been implemented downward and giving reasons therefor.

Generally speaking, the Division Officer's task of making himself understood to his section heads or foremen is his most important task. In a large part of this process, the Division Officer will be passing on (communication down) orders or instructions received from Department or higher levels. The job does not end at this point, however, as communication is more than an order-giving function.

There is need to find out whether or not orders are being carried out and what resistance they are meeting. Management that understands reactions to orders is in a position to shape orders in a manner that will cause them to be carried out more whole-heartedly, more fully, and more expeditiously.¹

The section head, or foreman, makes an additional interpretation of orders received by him. This interpretation is to the workers and the workers accept such interpretation as the intention of management. The Division Officer must therefore concern himself with the upward communication from the foreman to him, not only as to the results of the order as interpreted by the foreman to the workers, but also, in some instances, he may need to know what the foreman's interpretations were. Both the Division Officer and foreman should have a working knowledge or familiarity with certain principles regarding orders.

¹McLarney, William J., Management Training, (Richard D. Irwin, Inc: Chicago, Homewood, Illinois), 1952, p. 69.

most prominent direction to the general proposition of the above is that it is time-consuming. If speed is to be secured, it may require simultaneous movement in other directions. However, for implementation and upward for approval and action upon the two that it has been implemented downward and action upon the two. Generally speaking, the Division Officer's plan of action himself indicated to his section heads or foremen is his most important task. In a large part of the process, the Division Officer will be passing on (downward) orders or instructions to be received from Department or higher levels. The two then act and at this point, however, no communication is made from an order-giving function.

There is need to find out whether or not orders are being carried out and what resistance they are meeting. Management that understands resistance to orders is in a position to shape orders in a manner that will cause them to be carried out more willingly, more fully, and more expeditiously.

The section head, or foreman, makes an additional interpretation of orders received by him. This interpretation is to the workers and the workers carry such interpretation as the interpretation of management. The Division Officer must therefore consider himself with the upward communication from the foreman to him, not only as to the results of the order as interpreted by the foreman to the workers, but also, in some instances, he may need to know what the foreman's interpretation was. Both the Division Officer and foreman should have a working knowledge of the results with certain principles regarding orders.

Shown below is one author's listing of such principles.¹

VERBAL ORDERS

When to Use Verbal Orders

1. When the order is simple.
2. When a demonstration is to accompany it.
3. When it affects only a small group of people.
4. When it is to be carried out at that time and place - not on another shift or location.

Steps In Giving Verbal Orders

1. Require complete attention.
2. Give the order clearly and in a manner suited to the receiver.
3. Give a demonstration if necessary.
4. Point out any difficulties or hazards to watch for in carrying it out.
5. Then find out whether the receiver understands what is expected of him; if necessary, have him repeat the main points.

Steps In Receiving Verbal Orders

1. Listen intently.
2. Sort the information in terms of Who? What? Where? When? Why? and How?
3. Ask to be shown if necessary.
4. Get it in writing if it is too detailed or complicated to remember.

Reasons Why Verbal Orders Are Misunderstood

1. Speaking indistinctly.
2. Giving orders where there is too much noise or confusion.
3. Using words that are unfamiliar to the listener.
4. Assuming that the listener knows what the order-giver has in mind.
5. Giving orders that are incomplete or sketchy.

WRITTEN ORDERS

When To Use Written Orders

1. When the worker is slow to grasp ideas or is forgetful.
2. When precise figures or complicated details are involved.
3. When the sequence is important and needs to be followed exactly.
4. When the instructions are to be passed on to another shift.

¹Ibid., pp. 77-78.

shown below in one subject's listing of food preferences.

VERBAL ORDERS

When to Use Verbal Orders

1. When the order is simple.
2. When a demonstration is so necessary.
3. When it affects only a small group of people.
4. When it is to be carried out at that time and place - not at another time or location.

Steps in Giving Verbal Orders

1. Negative discipline attention.
2. Give the order clearly and in a pleasant manner to the receiver.
3. Give a demonstration if necessary.
4. Point out any difficulties or hazards to follow for in carrying it out.
5. Then find out whether the receiver understands what is expected of him; if necessary, have him repeat the main points.

Steps in Receiving Verbal Orders

1. Listen intently.
2. Note the instructions in terms of what, where, when, how, and how.
3. Ask to be shown if necessary.
4. Get in the position if it is too difficult or complicated to remember.

Reasons Why Verbal Orders are Misunderstood

1. Questions implicitly.
2. Giving orders when there is too much noise or confusion.
3. Using words that are unfamiliar to the receiver.
4. Assuming that the receiver knows what the order is.
5. Giving orders that are too long or too short.

WRITTEN ORDERS

When to Use Written Orders

1. When the order is slow to carry out.
2. When the order is complex.
3. When precise timing or standardized details are involved.
4. When the message is important and needs to be followed exactly.
5. When the instructions are to be passed on to another staff.

5. When the work is to be done at a distance from the order-giver.
6. When it is desired to hold the worker or department strictly accountable.
7. When a record is needed, or the order will have to be referred to later.

Why Written Orders Are Misunderstood

1. The words used do not have clear and definite meanings.
2. The sentence structure is faulty (e.g., Throw the horse over the fence some hay).
3. Too many words in and overelaborate arrangement make the order complicated.
4. The instructions are not arranged in logical sequence.

The Division Officer also has an equal or greater responsibility for knowing his men than the foreman has in knowing his men. If the Division Officer knows his foremen, he can "tailor" the order to fit the receiver. In knowing, we might set forth these principles as a guide. (In the sense as used in the foot-noted reference below, this "knowing" pertained to a public relations specialist and the public, meaning the community. However, public relations has many publics - plant and government; plant & employees; plant & community; plant & union; plant & customers; plant & owners; plant and industry, etc. I have taken the liberty of substituting the word foreman for public in listing these principles as I believe it is equally applicable, and it stresses the extent to which such knowledge can assist the Division Officer in giving orders to his foremen.)

Know your foreman.
 Know what he thinks.
 Know why he thinks so.
 Know how he arrives at his conclusions.¹

The Division Officer's job in knowing his foreman is

¹Wright, J. Handly, and Christian, Byron H., Public Relations in Management, (McGraw - Hill Book Co., Inc: N.Y., London, Toronto), 1949, p. 20.

perhaps not as complicated as is the foreman's job in knowing his men. The level of intelligence and experience of the foremen is likely to be higher than that of the workers. Also, the foreman will generally have more workers reporting to him than the number of foremen reporting to the Division Officer. In addition, each foremen will need to know the other foremen within the Division. If both the foreman and the Division Officer perform their job of knowing in keeping with the four principles listed above then the situation depicted earlier in Figure C will be realized and the entire Division will be molded into an effective team. Needless to say, the communications problems will be simplified. A knowledge of human behavior is a potent thing in industrial management.

For the members of the team to be effectively coordinated, in theory, each must have a knowledge of the behavior of all others as a basis for determining his own behavior. Thus, the more profound meaning of coordination is not a mechanical putting together of automaton called organization members. If individual initiative is to be retained in appropriate degree in the organization, then the individual must have enough knowledge to coordinate his actions with others effectively. This is the more significant sense of coordination and its basis in communication.¹

This is exactly what players do in a football game or a bridge game, etc. They know one another and know what to expect by means of signals, bids, etc. and each player has an accurate expectation as to what his teammates will do and he can determine the proper means for cooperation toward the common goal. Knowledge of this type makes smooth and easy the giving and receiving of orders.

¹Dubin, Robert, Human Relations in Administration, (Prentice - Hall Inc: N.Y., 1951, p. 310.

known as the "Mafia" is a powerful force in the underworld of New York City. It is a secret society that controls the illegal activities of the city, including gambling, prostitution, and drug trafficking. The Mafia is known for its strict code of silence, known as "omertà", which forbids members from revealing the secrets of the organization to the outside world. This code of silence has made the Mafia a powerful and feared force in the underworld.

For the members of the team he is personally responsible in theory, and may have a knowledge of the delivery of all objects as a result of the team's work. Thus, the more profound meaning of communication is not a mechanical process of exchange of information, but a social process. It is a process of exchange of information, and the individual must be able to exchange information with his colleagues. This is the essence of communication and the basis of communication.

This is exactly what happens on in a localised sense as a
order come, etc. They know can consider and more than in common
by means of signals, etc. and will never had an experience
expectation as to what his knowledge will be and determine
the proper means for cooperation toward the common goal. Knowledge
of this type which enough and may the action and receiving of

With regard to orders, management needs to know that an order has been carried out, and it needs to know also how that order was received, whether it met resistance or caused resentment, how long it took to adjust to it, and how well it is working. Management also needs to get the specialized knowledge of subordinates piped to it up the line of communications. Otherwise how can this information be utilized at the top? How can improvements be made in the work situation if those in a position to make them do not know what improvements are needed.¹

Two-way communications is an appropriate summation of these processes of proper orders, knowledge of people, and the Division as an integrated unit. Teamwork has been defined as enlightened self-interest. The enlightenment comes ~~comes~~ in the realization that as a part of a group each individual can enhance himself more than by being a "lone-wolf." Two-way communications between the Division Officer and the foremen generate mutual understanding and confidence. It has been stated that:

This kind of mutual understanding comes about only through frequent and candid exchange of views. Open give-and-take improves the executive's knowledge as well as that of his subordinates, and enables the subordinates to perceive the boss as an aid rather than a threat (knowledge refers to knowledge of operations)...When misunderstandings do occur, they can be eliminated most quickly if an executive's questions are regarded as bona fide inquiries, not preludes to criticism. An agreement freely entered into can be re-defined, altered, and clarified as action is taken on the basis of it.²

The Division Officer in acquiring knowledge of people with whom he is associated in the plant will also learn what the foremen and the workers want from their jobs. It is information of this type that management should be particularly interested in. Such information should receive priority handling in upward communications.

¹McLarney, op cit., p. 80.

²Learned, Edmund P., Ulrich, David N., and Booz, Donald R., Executive Action, (Andover Press: Andover, Mass.), 1951, p. 108.

With regard to orders, management needs to know how an order has been carried out, and it needs to know the order that was received, whether it was received or caused resentment, how long it took to get to it, and how well it is working. Management also needs to get the specialized knowledge of administration in order to set up the line of communication. Otherwise how can this information be utilized at the top? Now we are in a position to make them do not know what improvements are needed.

Two-way communication in an organization

These processes of proper orders, knowledge of people, and the Division is an integrated unit. Technology has been called an enlightened self-interest. The enlightened person is the person who is a part of a group with individual and common himself more than by being a "lone wolf." Two-way communication between the Division Officer and the former executive control and determining and confidence. It has been called that.

This kind of mutual understanding means more than just frequent and candid exchange of views. It means a two-way improvement of executive knowledge of what is going on in the organization, and enables the executive to receive the information as an aid rather than a hindrance. It means a two-way knowledge of cooperation. . . . When administrative questions are answered as soon as possible, and answers are given to questions, an executive's knowledge is based on the basis of it.

The Division Officer is responsible for the knowledge of people with whom he is associated in the plant will also have the former and the workers want from their jobs. It is information of this type that management should be particularly interested in. When information should receive priority handling in many organizations.

1. Holmberg, on p. 50.
2. Learned, Richard P., Ulrich, Lewis S., and Ross, Harold.
3. Executive Action, (August 1961, January, 1962).

Charles P. McCormick, President of McCormick & Company, states, "I think there are only five basic factors that employees want from their jobs: 1. Fair Pay.... 2. Security.... 3. Opportunity.... 4. Recognition.... 5. Participation...."¹ Without a good communications system top management may never know the desires of its people, or equally bad in some cases, may learn it too late.

In conference type meetings, at all levels, one effective communication medium is the pictorial or graphic form. One author has stated, "Ideally, a writer should never use words to communicate something that can more effectively be communicated by a picture."² Even though the statement pertains to written material, it applies, I am sure, as well when augmenting the spoken word. A certain amount of care must be used in the preparation of such material. If it isn't self-explanatory or easily understood with the aid of legends, etc., it must be supplemented with additional information either oral or written. It is generally accepted that oral communications should be used whenever possible. Their effectiveness is rapidly being recognized by many managements which heretofore had shrugged off any ideas of oral communication to massed groups of employees. This change has resulted not from an unawareness of the oral medium, but from the realization that employees were interested in the plant and its policies and how it might affect their jobs, etc. As a generality, I think it could be said that most businesses were slow in recognizing this fact. This also might more accurately be thought of as an outgrowth of the

¹McCormick, Charles P., The Power of People, (Harper & Bros: N.Y. & London), 1949, p. 7.

²Bryson, Lyman, The Communication of Ideas, (Harper & Bros: N.Y. & London), 1948, p. 171.

change in communication systems. As soon as the attempt to convert the one-way system to a two-way system was made, information previously blocked came to the attention of the top executives. These executives are the people who must establish the system and see that it works. There are, of course, other reasons such as the trend in changes in ownership of large corporations, unions, etc. but such is outside the province of this report.

Oral methods of communication are effective because they satisfy basic desires for recognition, participation, and self-realization by direct personal contacts between management and employees and between various levels of management. Conversation can foster understanding, thus eliminating much of the mystery which interferes with production and job satisfaction.¹

When the need arises, the Division Officer must be able to interpret correctly or explain any written communication to those subordinate to him. The oral explanation is best. All authors and Industrial Relations Specialists are in agreement on this point.

Oral communication is the preferred means of communication in business. Contrasted with written communication it is faster, easier, more personal, and often more economical..... No function of business is accomplished without being furthered by oral communication - whether it be finance, purchasing, manufacturing, distribution, accounting, personnel or administration. No group of persons or individuals in an organization are untouched by oral communication - whether they be employee, supervisory, management, or administrative personnel. Oral communications must be used in personal or group relations with employees, with customers, with stockholders, with the government, with the public, and with local, state, and national business and trade associations. Oral communication holds first place, it is preferred always where its use is economical and where the written record is not essential.²

¹Peters, Raymond W., Communications Within Industry, (Harper & Bros: N.Y.), 1949, p. 78.

²Marston, Everett C., Thompson, Loring M., and Zacher, Frank, Business Communication, (Macmillan Co., N.Y.), 1949, p. 367.

In presenting information either orally or in writing, the Division Officer should comply with the principles of Brevity, Conciseness, Clarity, and, of course, Be Factual. This seems rather obvious, but these principles are easily violated. Clarity may be sacrificed by being too brief; conciseness may result in incompleteness; questions may be discouraged by too strict adherence to these principles, and this might be interpreted by foremen as indicating a perfunctory attitude by the Division Officer; omissions of pertinent facts may result from attempting to be too brief, etc. On the otherhand, an oral communication which presents all the facts in a brief, clear, calm, and pleasant manner and in simple terms which the listeners can comprehend is as "sure-fire" as any communications medium can be. It stimulates thinking which leads to the creation of new ideas.

Like other aspects of administration, communications must be planned too. The Division Officer will have satisfied virtually every principle of communication if in presenting it he has furnished the correct answers to Who? What? When? Where? Why? and How? The mental processes involved will become practically automatic in these as the individual gains experience on the job. This is not happenstance, however. It is the result of planning, planning, and more planning! Knowledge and experience gained from associations with people on the job can be very stimulating; and if the Division Officer has failed to answer any one of the six little questions, his alert foremen will probably remind him of it. The power of the question, as mentioned previously, is obvious to the planner.

the question, as mentioned previously, is raised in the same way. The first person will probably mention it at the end of the letter but failed to answer why was it the same letter mentioned, with people on the job was a very old-fashioned and it was the letter more planned! Enclosed was a statement which I had written, however, I do not think of planning, planning, and these on the individual basis experience on the job. This is not actual progress involved will become gradually accepted in the correct answers to what many many many and what the every principle of management is in the planning of the business be planned for. The Division Office will have related activities like other aspects of administration, communications and which issue as the division of new ideas.

Rudyard Kipling once stated:

I have six honest serving-men
(They taught me all I knew);
Their names are What and Why and When
And How and Where and Who.

Also, there is a passage somewhere in the Bible to the effect that "Iron sharpeneth iron." The Division Officer, when in his dealings with others, and particularly his subordinates, can stimulate them to cross swords with him in an exchange of ideas and make them feel as free to refer information up as he is in referring it (and instructions) down will surely have accomplished his goal of two-way communications between the Division and Section levels. The remaining areas with which the Division Officer must concern himself are upward and lateral communications. In general, the same procedures apply regardless of the direction of the communication, but one general rule in upward communication is that of more summary presentation. The Department Head has greater responsibilities and more complex problems than the Division Officer has; hence, the upward communication will more frequently assume the character of a written report. There will probably be an established report system as part of the communication network. "The distinctive thing about an established report system is that it specifies who is to make out the report, what information is to be included, when it should be prepared and to whom it should be sent."¹ Again, one may note the little questions.

Lateral communications at the Division level assume a greater degree of formality than at the lower levels. Often, one

¹Newman, William H., Administrative Action, (Prentice - Hall, Inc: New York), 1951, p. 397.

Rubyrd Riddle once said:

I have six names: (They ought to be all I have);
their names are John and Mary and two
and how and where and who.

Also, there is a serious comment in the title to the effect that "Iron Administration". The title is correct, and his dealings with others, and particularly his communications, are stimulate them to grow together with him in an endeavor to make and make them feel as free to refer information as he is in referring it (and instructions) down will surely have much to do with his goal of two-way communication between the division and the division. The remaining areas with which the division will must concern himself are toward the lower communication. In general, the same procedures apply to the division of the communication, but one general rule is to be followed in that of some security investigation. The Department will be responsible for the division and the division will be responsible for the division; hence, the division will be responsible for the division of a written report. There will proceed an established report system as part of the communication network. The distinctive thing about an established report system is that it specifies who is to make out the report, what information is to be included, when it should be prepared and to whom it should be sent. I think, one may make the little question.

Ball, Inc: New York, 1961, p. 369.
Friedman, William G., Administrative History, (New York: -

may note on organization charts where top management has honored such relationships at the Division and Department levels with the "broken-line" denoting coordination. Lateral communications at Division and higher levels are less "grapevine" in nature.

The Division Officer, as well as all others, should constantly keep in mind the fact that it can be shown that "Communications" is only ten-fourteenths of "Human Relations", but "Human Relations" is eleven-fourteenths of "Communications." (Cancel out letters common to each and prove it to yourself.) Therein is the key to effective communications.

any note on organization except what has been said in the past -
 and such relationship as the Division has developed with
 the "properly" located organizations. Internal communication
 at Division and higher levels are more important to achieve.
 The Division Office, as well as all others, should
 apparently keep in mind the fact that it is one of many
 "Communist" is only ten-fifteen of "Human Relations",
 but "Human Relations" is eleven-fifteen of "Communist".
 (General but private common to each and every in it.)
 There is the key to effective communication.

CHAPTER IV

DEPARTMENT COMMUNICATIONS

In this chapter, I will consider communications for Department and higher levels as an entity. I realize that this is rather sparse coverage but much of the same comment regarding communications would be pertinent to the "top management" level also. Communications, particularly at this level, needs to be analyzed in relation to the purpose of the business. It is reasonable to assume that the principal purpose of most businesses is to produce profits.

Along with other pursuits of business, the purpose of communications is to produce profits. Without profits, no business can either satisfy its owners or endure. So it is easy to understand why managements direct their attention primarily to profits and only secondarily to the people who produce those earnings. This focus on money values in daily activities tends to dehumanize communication and thus to blunt its effectiveness.¹

There are some striking examples of businesses which have enhanced their profits when communications were more "humanized." Lincoln Electric Company and McCormick and Company are perhaps the outstanding examples. Even so, enough other evidence is available to present a strong case in proving the comment above. The Department Head and higher executives should therefore consider that one of their important duties (if not the most important) is to enhance the effectiveness of plant communication. This is the wedge which will remove obstacles to two-way communications; the top executives must have a sincere desire to

¹Bryson, op cit., p. 143.

improve the communication system.

This is best accomplished by recognizing that the employees are people who spend about one-third of their lives in the plant. More time is spent there than with their families if time in bed is ignored. They deserve more consideration than they often get. The matters which will affect the workers will, inescapably, affect the plant too. Hence, management must inform the workers on matters which will affect them, rather than let them learn for themselves. Management must be honest in passing this information along. The remark of Abraham Lincoln that you can fool some of the people all of the time, all of the people some of the time, but you can't fool all of the people all of the time, is applicable here. Even a slight indication of dishonest intent or misrepresentation or poor faith in top executive communications will result in destroying or negating all the coordination or cooperativeness which the Division and lower levels may have created through their communications effectiveness. g

It is imperative, then, that Department and higher levels foster and encourage devices which improve communications. The physical actions of management can be a valuable means toward this end. For instance, the President of Monsanto Chemical Company was in Texas City, Texas within hours of that disaster. His presence there and the assurances given to the employees of that branch plant and his sincere expressions of sympathy to the anguished and bereaved workers' families created more goodwill than could possibly be measured. He could have remained in the home office and

improve the communication system.

This is best accomplished by recognition that the employees are people who need some recognition of their value in the plant. Some time is spent each week with their families. The time is not to be ignored. They deserve some consideration from the other end. The letters which will affect the workers will, naturally, affect the plant too. Hence, management must inform the workers on matters which will affect them, rather than the other way around. Management must be honest in saying this information along. The results of honest action from you will fool some of the people all of the time, all of the people some of the time, but you can't fool all of the people all of the time, is applicable here. Even a slight indication of dishonesty in misrepresentation or poor faith in top executive management will result in destruction or possibly all the destruction in co-operativeness which the division and lower levels may have. They think in their communications effectiveness.

It is imperative, then, that the department and other levels foster and encourage honest and sincere communication. The physical actions of management can be a valuable means toward this end. For instance, the President of Republic Steel Company was in Tulsa City, Texas with headquarters at that time. He was there and the assurance given to the employees of that plant that and his sincere expressions of sympathy for the employees and workers' families resulted more goodwill than could have been secured. He could have remained in his home office and

sent messages saying the same identical things as he said at the scene of the disaster but the effectiveness would not have been nearly so great. His presence at the scene, in part, accounted for this difference. Thus, the setting or the environment in which communications take place has a bearing on their effectiveness. An alert management will not only pay attention to what is communicated, but the time, place, and manner as well. I do not know personally as I haven't researched the matter, but I daresay that the climate for the personal appearance of the president of the company had been slowly established as a result of past trips even though under different circumstances. The past contributed to the present. A communication is like a link in a chain. What may appear to be a separate thing is in reality connected to what has transpired in the past and conditions, to some extent, what may transpire in the future. This is basic. It is simply an extension of the continuity of communications.

I believe that trips by top executives are good communicators, if properly used. The "tour" does not need to be a formal inspection type of procedure and is apt to be better if it isn't. The workers often assume that the "Big Boss" has a "what's wrong" attitude when he makes a formal inspection. A tour with sincere complementary remarks to the deserving parties is both good human relations and plant communications. Criticize in private but praise in public is sound communications. The Production Department Head who says to the foreman within sight and sound of the workers that the customers were especially well pleased with the last run

and message which the new identical message is in mind of the
 scene of the disaster and the effectiveness which may have been
 nearly as great. His presence at the scene, in fact, is essential
 for this difference. Thus, the message or the information in which
 communications take place are a matter of their effectiveness, and
 their management will not only help to reduce the loss in communi-
 cated, but the time, place, and manner of their use. I do not know
 personally as I haven't responded to the matter, but I believe that
 the climate for the persons and companies of the companies of the
 company had been almost entirely as a result of their action
 even though under different circumstances. The very conditions of
 the present, a communication in this line is a matter of fact and
 appear to be a separate thing in the reality of communication as that has
 transpired in the past and is still in the future, and is a matter of
 transpire in the future. This is a matter of fact and is a matter of
 of the quality of communication.

I believe that this by the way, the message is a matter of
 location, if properly used, the "word" does not have to be a matter
 inspection type of procedure and it is to be better if it is not.
 The workers often have been seen in the "word" and in the "word" of
 attitude when he makes a "word" in the "word" and in the "word" of
 completely results in the receiving location in which the message
relations and other communications. Attitudes in relation to the
in public is a matter of communication. The production of communication
 who says to the future which is the matter of the matter
 and the outcome will be well along with the fact that

of thing-a-majigs from their shop is creating a good communications climate. Again, we see the benefits of oral communication. What would have been the effect if he had publicly blamed or criticized when the customer expressed displeasure of the product?

Walter P. Chrysler was one of the nation's great industrialists and he was an advocate of speaking personally to people whenever possible. He did not forget that he was once a worker in overalls himself. Here is a conversation between Mr. Chrysler and a window cleaner when Mr. Chrysler and the collaborator of his autobiography, Mr. Sparkes, made a sudden reappearance in Chrysler's private office high up in the Chrysler building.¹

This one (window cleaner) was sullen faced as he hastily gathered up his bucket, squeegee, and chamois cloth. Then Mr. Chrysler spoke to him.

"What's your hurry, Son?"

"You're busy. I'm getting out."

"Son, you don't have to get out. Get paid by the window, don't you?"

"Won't I bother you, Mr. Chrysler?"

"No, and if I am bothering you, I'll use another room until you're finished."

When the window panes were clean and the man had vanished, Mr. Chrysler made a somewhat cryptic remark. "I've been a nut about that for years."

"What?" (Mr. Sparkes)

"Taking pains to make any workman I come across know that I don't think I'm better than he is. Unless I do, he will. Watch me leave here some night. I find things to say. 'It's a bad day' or 'Kind of cold out' or something. I speak coming and I speak going. If the young man at the information desk on the ground floor has his

¹Chrysler, Walter P., Life of An American Workman, in collaboration with Boyden Sparkes, (Dodd, Mead and Company: New York), 1950, p. 214.

back turned, I make a point of it; he's got to speak to me. I say, 'Good night, Son.'"

Walter Chrysler was an individualist. He worked hard and expected those whom he supervised to work hard, but he was a keen student of human nature as well. This study taught him patience, something he lacked in early life. Early in his journeyman machinist career he stated, "....in the shops I was learning more and more; I learned something from every good mechanic with whom I worked; I learned the workings of a variety of engines; I learned shop practices; but most important, I learned a lot about men, and still more about Walter Chrysler."¹

Top executives in establishing a communications system or in improving an existing system might very appropriately be guided by some of the pitfalls or shortcomings of employer-employee communications. Here is one such listing.²

The Company's communications program was built on a one-way basis.

The Company's program was unrealistic.

The Company's program was erratic and synthetic.

The program was not geared to a change of conditions.

The program lacked personalization.

The strike program within management lacked direction.

And here are the suggestions for improvement as listed:

1. Get your communications basically on a man-to-man basis.
2. Find out what employees want to know. Find out what's bothering them.
3. Put your communications devices to work on your problems.
4. Be sure the person who directs your communications can direct them under fire.
5. In time of labor peace, study the communications devices available to you during a strike.

¹Ibid., p. 68.

²"The Collapse of Communications," The Management Review, American Management Association, July, 1952, p. 424.

body behind, I was a point of it; but he was not
 he. I say, "Good night, son."

After that I was in the hospital. He was not

expected there when he was taken to the hospital, but he was

student of human nature as well. He was a man who

something he lived in with life. He was in his

last years he stated, "....in the years I was learning more and

more; I learned something from every good teacher who

worked; I learned the wisdom of a variety of people; I learned

from professors; but most important, I learned a lot from you, and

will more about your philosophy."

You are active in education in a very important way

or in improving an existing system that you are

guided by some of the principles of education of students

employees in education. How is that going?

The company's educational program is a

company-wide program.

The company's program is a

The company's program is a

The company's program is a

1. Get your educational program

2. Find out what employees want to know

3. Get your educational program

4. To have the program

5. To have the program

6. To have the program

7. To have the program

8. To have the program

A review of the shortcomings indicates also that sincerity, flexibility, continuity, and planning were lacking. Top management (Dept. Heads and higher) has a wealth of material and effective communications media which they may use. There are "staff" channels which may be utilized. If management has an important message for the employees, the various media at their disposal should be studied and the best one (or better ones) selected. Plant newspapers, bulletin boards, financial statements, employees handbook or manual, employees induction training program, safety program, radio and press, group conferences or mass meetings with workers, recreation facilities, library, cafeteria, credit union are a few examples of media. Initially, the selection of proper media may be a bit of a trial-and-error process. This can be quickly improved by analyzing results of surveys, or executive conference discussion, etc. One method which might be used would be for the particular department that is preparing information to test it on another department. For example, the Accounting Department may intend to express in laymen's language an analysis of the company's financial position. The Accounting Department Head could with the Production Department Head's permission "try it" on one of the Division Officers in the Production Department. His reaction might suggest improvements. Also, a decision arrived at as a result of informal conferences may determine which media to use.

One will find that many of the communications at the top level are written. The content of many communications at this level will be in the nature of policy statements. I am assuming that

management intends to disseminate such information. Statements of policy remaining buried in the minutes of committee meetings do nothing to aid the worker in understanding the company's intent. If workers will be affected, the policies should be explained to them. Inasmuch as written material is extensively used at this level, it follows that any steps by which management could improve its ability of expression in writing would assist the communications flow. A readable, personal letter can work wonders at an appropriate time and place. An example of good timing would be as soon as a shop or section completes an accident-free year of work, write a personal congratulatory letter to each person involved.

The employee manual or handbook is very good for new employees. It can set them straight at the beginning. It should be carefully prepared.

Four general rules seem to be almost universally sound in writing an employee indoctrination booklet: (1) Be exact, frank and fair in every word; (2) write in simple, understandable language without condescension; (3) make it interesting and persuasive without special pleading so that the employee has a natural tendency to take pride in his company and his product and his service; (4) put far more do's than don'ts in such a booklet. It is easy to get over the message as to what must be done without a verboten atmosphere in a single paragraph. Accomplishing that objective is perhaps the most important test of the validity of such a booklet.¹

Throughout this report the aspects of coordination and cooperativeness have been stressed and, at times, used almost synonymously with communications. This near synonymity is not too far amiss as evidenced by Newman: "Since coordination is concerned

¹Griswold, Glen and Griswold, Denny, Your Public Relations, the standard public relations handbook, (Funk and Wagnalls Co: New York), 1948, p. 556.

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COOPERATIVE

Systemanalyse wird benötigt. Diese kann durch die folgenden Schritte erreicht werden:

(Faint, illegible text)

with the interrelationships of separate activities, it can be no better than the transfer of information about these activities to some common point or points, where the dovetailing takes place. Part of this transfer can come through informal contacts....; but the big bulk of it should come through formal means of communications. Hence, the executive who is seeking to improve coordination should make sure that there is a free and prompt flow of pertinent operating data throughout the enterprise. Care should be taken in designing the various forms and reports used, since an over-elaborate system will not only add to expense, but may defeat the very purpose of providing the right data to the right man at the right time."¹ The lesson here should be obvious to top management. In further discussing voluntary coordination, Newman lists the following as aids: "Instill dominant objectives.... Develop generally accepted customs and terms.... Encourage informal contacts.... Provide liaison men where needed.... Use committees...."²

Department Heads and higher executives have a very good means of improving communications through their executive development programs. A natural result of improving executive and leadership abilities of division and section heads will be an improvement in the communications system. Top management could, I believe, perform a service if they required all executives and particularly foreman and division officers to do some required reading of books and articles on leadership, how to conduct conferences, principles of supervision, and other related subjects.

¹Newman, op cit., p. 398.

²Ibid., pp. 398-402.

with the interrelationship of economic activities, it can be no better than the transfer of information from these activities to some common point or points, where the necessary processing takes place. Part of this transfer can come through automatic computers.... but the big bulk of it should come through formal means of communication. Hence, the executive who is seeking to increase communication should take care that there is a free and open flow of information operating both throughout the enterprise, and should be taken in designing the various forms and methods used, which are inter- enterprise system will not only and the system, but may deliver the well purpose of providing the right data to the right person at the right time. The lesson here should be that we must not be too hasty in further discussing voluntary coordination, because there are following as also; "initial development objectives...." However, generally accepted standards and forms...., and other related matters.... Provide further information and data needed.... The following facts....

Departmental Needs and Plans: Information and data needed for the development of information and communication between their respective departments and programs. A natural result of growing complexity and interdependence of divisions and departments leads to an increasing need in the communications system. The management needs, I believe, to perform a service in that they provide all necessary and particularly formal and division officers to do their jobs, leading to a more and better leadership, and to improved communication, production and supervision, and other related matters.

The mechanical media of communications should not be ignored. I have not given them much attention, intentionally so, in this report. The person who can speak well face-to-face can generally perform equally well over the telephone, "squawk box", dictaphone, etc. Mimeographs and hectographs, etc., are devices for mass producing the written material. Thus, if an executive can speak and write effectively it follows that the mechanical devices are merely extensions of such abilities. These extensions may need to be used extensively to speed up and perfect the flow of communications. Plant sponsored public speaking and writing technique courses may be used to improve executive leadership. In any event, the executive who must prepare written communications should have a knowledge of a few principles which assure clarity in writing. One such list includes the following.¹

1. Keep sentences average short, twenty words or less.
2. Keep sentences variable in length.
3. Prefer the simple to the complex.
4. Prefer the familiar to the farfetched.
5. Keep verbs active.
6. Avoid unnecessary words.
7. Use terms your reader can picture.
8. Relate to your reader's experience.
9. Write as you talk.
10. Write to EXpress rather than to IMpress.

It is, I believe, generally agreed that it is more difficult to obtain the same understanding in writing as in conversation, but it can be done and the executive should develop that ability.

In training yourself to write good letters, you'll have to be practical. You won't succeed the first day or the first month; but your letters will begin to improve im-

¹Peters, op cit., p. 149.

[illegible]

1. Keep sentences simple and short.
2. Use simple words.
3. Use simple words.
4. Use simple words.
5. Use simple words.
6. Use simple words.
7. Use simple words.
8. Use simple words.
9. Use simple words.
10. Use simple words.

It is, I believe, somewhat curious that it is more difficult to obtain the same information in relation to the situation, but it can be seen that the situation should develop that

It is a very common mistake to think that the only way to get a good idea of what a person is like is to ask them what they think. This is not true. A person's self-perception is often very different from what others perceive of them. This is why it is important to observe a person's behavior and to ask them for feedback. This will help you to get a better idea of what they are like and to improve your relationship with them.

mediately. You may have to rewrite the more important letters, if you find they are too wordy or aren't clear. Some letters you may send along, even if they aren't perfect. But don't forget: Every letter is an important personal contact; there is no unimportant letter. If it's not important, don't write it.¹

Top management should have several devices at its disposal through which analytical studies of communications can be made. Examples would be a suggestion program, employee questionnaires, surveys of various kinds and statistical analyses. Careful study of these analyses can lead to improvement in communications at their origin. The questioning attitude, as noted throughout this report, must still be utilized at the Department and higher levels. A critical analysis will question.

A convenient way to describe an act of communication is to answer the following questions:²

Who	(Control analysis)
Says what	(Content analysis)
In which channel	(Media analysis)
To whom	(Audience analysis)
With what effect?	(Effect analysis)

Top management should realize that leadership is not a constant thing, by that I mean that leadership is fluid; in different situations, different executives will exert different influences. These influences vary according to the characteristics of the interrelations between executives or between executives and workers. The Production Department Head may exert more leadership in some situations; in others, it may be the Personnel, or Controller, or Sales Department, etc. The fine line of decision should take into account the coordinating, in the most compatible

¹Kienzle and Dare, op cit., p. 193.

²Bryson, op cit., p. 37.

... You may have to consider the time involved in
... if you find that the cost of doing it is
... some factors you may want to consider, such as the
... But don't forget: Every factor is an important
... personal contact there is no unnecessary delay. It
... it's not important, don't waste it.

Top management should have several devices at its dis-
posal through which analytical studies of organizational prob-
lems could be made. Examples would be a suggestion program, employee eval-
uations, surveys of various kinds and rating and comparison.
Careful study of these activities can lead to improvement in com-
munications at each level. The preceding activities, as noted
throughout this report, must still be utilized by the management
and higher levels. A critical analysis will be made.

A comparison was to be made on the basis of communication
is to answer the following questions:

- Who
- Says what
- In which channel
- To whom
- With what effect
- (General analysis)
- (Content analysis)
- (Media analysis)
- (Relationship analysis)
- (Effect analysis)

Top management should realize that communication is not a
constant thing, as time I mean that leadership is fluid; in dif-
ferent situations, different executives will show different in-
fluences. These influences vary according to the organization
of the interactions between individuals or between groups and
workers. The interaction between individuals and groups varies
in some situations; in others, it may be less formal, or
controller, or sales department, etc. The time of decision
should take into account the communication, as the best possible

1-11-10 and date, on file, p. 12.

2-11-10, on file, p. 27.

fashion, of the various influences. This isn't too difficult as good leaders will support each other. Loyalty is fostered when communications originate which have the backing of all department heads. This loyalty will in turn permeate the entire organization and unite all elements in the fulfillment of the purposes of the enterprise. That appears to be a Utopian statement, but I am convinced that it is nevertheless a sound one. "Faint heart never won Fair maiden" is perhaps a trite expression, but the implications apply equally as well to communications. Any executive, no matter where located in the managerial hierarchy, who portrays any weaknesses in supporting management policies creates a breach in the dikes which contain the communications stream.

Lateral communications at Department and higher levels reaches its most effective form in committees and conference methods. Written records (minutes) are maintained and the conclusions reached are injected into the downward flow of communications. Of course, some screening may be done if it is contrary to plant or public interest, i.e. secret research work, product design and development. Department heads particularly should be on the alert for upward communications; if after a lapse of a reasonable time there is no response to downward communications, it should serve as a warning flag. An investigation should be conducted to determine where the breakdown or bottleneck exists. Top management, by their alertness, will engender similar alertness at lower levels.

in the lines which contain the confidential informants.

any weaknesses in supporting management policies should be noted. no matter where located in the management structure, who controls financial affairs equally as well as communications, and executive, never von Ritzhausen" is perceived as being a major weakness, and this has been characterized as a serious flaw. "Other weaknesses of the enterprise. That appears to be a serious weakness, and a lesson was made all clear in the fiscal year of the enterprise. This loyalty will in some measure and other organizational weaknesses were with the purpose of all management. Good leaders will suggest some other. Loyalty is a factor in the selection of the various management. This can be achieved by

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CHAPTER V

SUMMARY

"Communications is the mighty river on the banks of which business life is built."¹ We have seen that communications is a constant thing. Nevertheless, it is not a static but rather a dynamic force. In analogy, it can be compared to its "stream" counterpart. When flowing serenely within its banks it can serve the good purposes of creating goodwill, generating understanding, and fulfilling the plant goals; but clogging the stream or creating turbulence will restrict the flow or muddy the water. Either is bad but a restricted flow is probably the greater of the two evils as the water level will rise until an outlet is found. In other words, a poor two-way communications system is better, in my opinion, than a rigid one-way system. Steps to improve the former would probably obtain greater results more quickly than the same steps when used on the latter.

Communications is in large measure the element which makes human relations workable. The great interest which business has taken and is currently taking to improve their human relations is of fairly recent origin. A glance at the bibliography to this report reveals that, with but one or two exceptions, 1943 is the earliest date of references used. Also, the titles to the bibliographic material are somewhat suggestive as to the different areas in which communications are considered important. Leadership,

¹Peters, op cit., p. 41.

[illegible]

Salesmanship, Administration, Management, Human Relations, Public Relations, etc. collectively and separately rely on communication for effective implementation. This is so because of the fact that people are involved. People must communicate and if the plant doesn't provide the channels, the people in the plant will create their own. Intra-plant communications is a two-way system and involves human understanding. The leader or executive who has a good knowledge of human understanding will have good communications with them. He will realize that people differ; he will vary his approach accordingly; and he will accomplish his purposes because all persons long for understanding. History is replete with examples of great leaders; and followers follow the man who understands them. Leaders need followers, otherwise they are not leaders. One definition of a leader could easily be something similar to the following: A leader is an individual who can get others to want to do what he wants done, when he wants it done, and in the manner in which he wants it done. This ability obviously requires some form of expression; the art of expression is communications. Regardless of one's position in the plant, whether foreman or Department Head, nothing which anyone else within the plant can say or do will have as much effect on the people an individual works with as what the individual himself says or does. The President of the Company may make some statement regarding company affairs, but it will not mean as much to the workers at the benches or lathes or on the assembly lines as the same statement would

[illegible]

mean if ~~thier~~ foreman made it. Matters directly affecting certain people or segments within a plant should be communicated, whenever possible, to those people by their immediate supervisors in the organizational hierarchy. This is a direct and usually face-to-face approach. It prevents distortions and rumors. It provides more pure food for the grapevine. The grapevine can be controlled to a considerable extent. However, a word of caution about the grapevine is appropos here. All grapevines are informal means of communication, but not all informal means of communication are grapevines. The grapevine is a powerful communicator, but can become very untrustworthy. Some companies combat this tendency by means of a "rumor clinic." The prevalence of rumors often indicates a bottleneck or breakdown of formal communications. Even though informal contacts are, generally, to be encouraged, they must be controlled.

There is not any substitute for the face-to-face, two-way system of communications. It is effective. It is usually more economical. It is quick and easy in execution. It permits "fixing" of intent or purpose, as the sender can make sure the receiver understands it thoroughly. It is my belief that any good communications system must be built around the face-to-face medium and the greater reliance upon it the better. A good two-way system promotes the give-and-take relationship. Neither side can be right at all times and compromises have to be made. The fact that compromise and changes can be made gracefully by both sides is indicative of high morale.

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Morale grows out of the conditions in which the members of a group live and work. It is affected by their associations with each other, by their physical surroundings, and by their relations with other supervisors. It is a condition which may be strengthened or destroyed by contacts, policies, and leadership at any level in the organization. A low morale at any level of the organization would inevitably be reflected in a low morale of the workers. Morale reaches the lower levels of the organization by seeping down from above; it does not rise from the ranks to influence the leadership.¹

The two-way system of communications which has its primary reliance on face-to-face conversation can lead to the "strong" condition which generates good morale, and the seeping process, as mentioned by Dr. Owens, can become a regular flow through improvements in all areas of employer-employee relationships, physical surroundings on and off the job, "fringe" benefits, and a fair day's pay for a fair day's work. This two-way mutual understanding is more quickly reached when the leaders have a basic knowledge of the desires of the workers and various factors which stimulate the workers. Executives should study the fundamentals of elementary psychology. There are many psychological factors which can promote communications over and above those basic stimuli which motivate individuals. Soft music piped throughout the plant, "irenic" green conference rooms, sound-proofing or sound-deadening where feasible, "honor" systems, heavy layers of felt on conference tables to discourage "fist-bangers", etc. are a few examples.

Communications must be based on facts. Facts can only be obtained by hearing both sides of any matter. At the very least, every board has two sides. One suggestion, as mentioned before,

¹Owens, Richard N., Management of Industrial Enterprises, (Richard D. Irwin, Inc: Homewood, Illinois), 1953, p. 103.

in obtaining facts is to listen to what the employee has to say. A person never learns by talking. He only repeats that which he has previously learned. You learn by listening. The executive when listening to an employee's side of a story should make sure he has all of the story. The employee will be encouraged to tell all if he has an attentive listener. Often, a grievance which an employee thought he had vanishes when he can use the "safety valve" of talking to let off steam. The employee will tend to discuss future problems more freely with the supervisor who has the ability to listen. Listening is therefore an important communications device. There are other "silent" communications devices which may be effective when properly used. A nod of the head, a pleasant smile, shrug of the shoulders, and various other gestures may speak louder than words and thus convey our thoughts or desires more forcefully than speech.

Sincerity should be a beacon within a plant. It promotes human understanding. Management must not be afraid to admit mistakes when it makes them, and mistakes will occur as nothing can be perfect. Sincerity will permit a closer approach to perfection, and as this road is travelled many mistakes and problems can be prevented. One of the best ways of handling problems is to prevent them. In this respect, problems are like fires. Preventing them is better than coping with them after they have started. Also, like fires, problems are nearly all the same size (small) at the time of their inception. Often, it is the little things that are

in certain cases is the fact that the machine has to be
a very heavy machine. It is not a very light machine
has previously been. It is not a very light machine
when it is used as an engine's case of a very light machine
has all of the parts. The machine will be able to be used
all of the parts. The machine will be able to be used
employees thought he had worked when he was very
valley" of being to let all steam. The machine will be able
disappear future problems more freely with the machine and the
the ability to listen. It is not a very light machine
mechanical device. There are other things which are not
which can be effective when properly used. It is not a very
a pleasant noise, some of the machines and various other
there may be a lot of noise and some may be very quiet
which were formerly used.

really wrong when it seems that everything is going wrong. Keeping the ear tuned to the upward communications can detect many of these minor ailments and remedial action can be instituted before a problem develops or, if developed, before it can spread. When a problem does occur, a sincere management ^{will} meet it squarely and promptly. This will assist in "winning" employees toward management's side. Fair and prompt action must have a communications *medium* for its transmission. 2

A questioning attitude is a valuable communications device. Tactful questioning is a valuable aid in obtaining facts upon which to base decisions. Such decisions are generally more sound than decisions obtained on "voluntary" information. Skillful questioning can elicit information which the giver may think is voluntary but which he might not have told otherwise. Questions keep the communications channels free. Through questions management determines what the workers want to know. Then after informing the workers on these matters, the second and succeeding cycles will be more easily accomplished. Thus, questions perpetuate communications and secure understanding. The questions asked must not result in any loss of the pride and dignity of an employee. They must be carefully phrased. Even though personalities of different people are involved, the questions must not become personal affairs between management and the worker, or employer and employee.

Top executives should, from time to time, see how the other half lives. An occasional appearance among the shops can be

result worse than if some kind of compromise is made. In the
 the way toward the upward communication and better way of these
 about elements and needed action can be identified. In the
 problem develops or, if developed, before it can spread. When a
 problem does occur, a strategic approach will need to be taken and
 promptly. This will result in "strategic" solutions toward the
 must's also. Fair and prompt action must have a communication
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 a question arises in a similar communication ap-
 view. The first question is a similar one in relation to the
 upon which to base decisions. Data needed for the necessary
 around then decisions obtained on "strategic" information and action
 questioning and this information when the data are clear as
 voluntary but which is almost not have to be collected. Questions
 have the communication channels from. Through questions answered
 determine when the action may be taken. Then after taking the
 workers in the industry, the action and movement will be
 more easily accomplished. Then, questions regarding communication
 and action. Understanding. The questions which may not result in
 and loss of the time and ability of an individual. They must be
 carefully related. Even though communication of different people
 are involved, the question may not be so easy to answer. It is
 toward management and the worker, in industry and employee.
 The question arises, how long in time, how long
 after half lives. In industrial situations, the longer the

stimulating to both employer and employee. It does, I believe, develop confidence particularly where the appearances do not result in any criticism from the executives. General Eisenhower, in his Crusade in Europe, has the following to say on this subject:¹ "I knew, of course, that news of a visit with even a few men in a division would soon spread throughout the unit. This, I felt, would encourage men to talk to their superiors, and this habit, I believe, promotes efficiency. There is, among the mass of individuals who carry rifles in war, a great amount of ingenuity and initiative. If men can naturally and without restraint talk to their officers, the products of their resourcefulness become available to all. Moreover, out of the habit grows mutual confidence, a feeling of partnership that is the essence of esprit de corps. An Army fearful of its officers is never as good as one that trusts and confides in its leaders."

Finally, the entire art of leadership is in very close alliance with communications. Cooperativeness, like communications, requires two or more individuals. Individuals differ, but from these differences comes strength and unity of purpose when, through good communications, the differences are channelled toward the correct goals. The sesame to good communications is in individual relationships. An understanding of human beings, their strength and weaknesses, is the cornerstone of any good communications structure. This understanding is best developed by means of man-to-man talks. Communications is a continuous, dynamic force. It

¹Eisenhower, Dwight D., Crusade in Europe, (Doubleday and Co., Inc: New York), 1948, p. 314.

stimulating to both employer and employee. It does, I believe, develop confidence particularly where the employees do not feel that they are criticized from the executives. I believe, however, that in the United States, the feeling is not so strong as it is in the United Kingdom, of course, that sense of a state with a few men in a position would soon spread throughout the staff. This, I feel, would encourage men to talk in their employees, and this habit, I believe, promotes efficiency. There is, among the mass of individuals who carry with them a great amount of responsibility and initiative. It was seen generally and without restriction in their offices, the progress of their personal business seemed available to all. However, out of the habit of their business world, a feeling of partnership came in the sense of unity and cooperation. An army fearful of the officers is never as good as one that trusts and confides in its leaders.

Finally, the entire art of leadership is in very close alliance with common sense. Cooperation, like common sense, requires two or more individuals. Individuals differ, but there are differences among groups and unity of purpose when, through these differences, the differences are eliminated for the common good. The sense of good common sense is in individual resistance. An understanding of common sense, their resistance and weakness, is the cornerstone of the good common sense. Therefore, this understanding is best developed by means of unity and cooperation. Common sense is a universal, dynamic force. It

must not be permitted to lapse. The "stream" must have a constant flow, fed by fresh, clear sources. Trivia has no place in such a stream.

It is a bit difficult to segregate communications into different levels or strata as has been attempted in this report. Matters affecting any part of the system do, in reality, affect the whole. An alert management uses a good system as a sort of self-restorative device to correct any ills in the system itself. This is possible because of the freedom and speed with which diagnoses can be made and treatment prescribed. A nut shell summary of this report is that an executive or part of management, at whatever level, should:

- (A) Arouse workers' interests
- (B) Appeal to their desires
- (C) Be fair and just
- (D) Be honest and sincere
- (E) Know his own job
- (F) Know and develop leadership characteristics
- (G) Use oral communications to greatest extent possible
- (H) Listen, but have an inquisitive mind; ask questions.

Then, he will be far along the road toward establishing a good intra-plant communications system. A good system, once established, may easily be perpetuated as long as the factor of human understanding is kept uppermost in mind.

A very wise man once proclaimed an admonition which can easily apply to any organization's communication system. King Solomon said, "and with all thy getting, get understanding."¹

¹Holy Bible, King James version, Proverbs, 4:7.

What not be permitted to leave. The system, which is a good
 system, and by which, after a while, the system is
 such a system.

It is a bit difficult to determine communication levels
 different levels or levels of the system in the system.

And, in the system, the system is, in the system, the system
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